

Tennessee's

2003 - 2004

STOP Violence Against Women



Implementation Plan

STOP Violence Against Women Program

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Office of Criminal Justice Programs

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INTRODUCTION

The Office of Criminal Justice Programs (OCJP) is located within the Tennessee Department of Finance and Administration. OCJP continues to serve as the State Administrative Agency for the STOP Violence against Women Grant Program in Tennessee. *(For background on OCJP, see our Fact Sheet, Attachment 1.)*

OCJP is committed to continuing the support of services for victims of domestic violence, sexual assault and stalking. The STOP Grant has been essential to the success of 45 sub-recipient agencies in law enforcement, prosecution, court and victim services agencies in Tennessee. It will continue to provide a vehicle for supporting important violence intervention projects in our state. Tennessee's use of STOP funds is migrating to the extensive rural areas of Tennessee, where victims have historically been under-served. STOP will continue to supply services to victims of domestic violence and sexual assault where those services would not otherwise be available in Tennessee.

Tennessee's STOP program is evolving along with its criminal justice system. Our use of the STOP funds is part of a comprehensive effort to improve the infrastructure of the state's justice system. With this STOP Implementation Plan, Tennessee continues its commitment to reduce the incidence of violence against women, to enhance victim safety, and to improve the criminal justice system each year it administers the STOP Grant Program.

Mission, Vision and Values of OCJP and STOP Goals

Mission: The Office of Criminal Justice Programs is committed to a safe Tennessee for its citizens. OCJP is the strategic planning agency that secures, distributes and manages federal and state grant funds for Tennessee criminal justice programming. While collaborating with other public and non-profit agencies, we utilize these grant monies to support innovative projects statewide, to reduce criminal activity, provide services for victims of crime and promote overall enhancement of the criminal justice system in Tennessee.

Vision and Values: Our motto is "working together for a safe Tennessee." We believe in the following planning and implementation practices:

- We facilitate participatory decision-making to promote community-oriented decisions about problems and funding priorities;
- We coordinate the disparate elements of Tennessee's criminal justice system to offset its fragmentary nature;

- We gather with planners and thinkers in the field to tap the expertise of the people who live with the criminal justice system every day;
- We are pushing decision-making “downward” among criminal justice entities, breaking through organizations’ self-interests to achieve what’s best for the *entire* justice system in Tennessee;
- We operate from a position of *authority* delegated by the justice community, rather than from a position of *power* implied by holding the “purse strings”;
- We represent Tennessee to the federal bureaucracy while breaking through bureaucratic complexities on behalf of Tennessee’s people.

Our STOP Goals: *We believe in managing the STOP program for results.* OCJP embraced the principles of performance management and measurement first in 1998-99. Since then we have prepared all of our STOP, VOCA and Family Violence Shelter sub-recipients to use performance management in the operation of their agencies. We have insisted that STOP grant applications adhere to standards of logical project design, specify intended project outcomes, and commit to improving reports of project performance data. We have four goals:

- To manage Tennessee’s strategic criminal justice planning and resource management process effectively;
- To achieve *maximum benefits* from the federal funding sources for the Tennessee public;
- To ensure *equitable distribution* of the resources among the components of Tennessee’s criminal justice system, within the priorities set by VAWA; and
- To demonstrate accountability for achieving *results* for the victims who receive these services.

Organization of Tennessee’s STOP Implementation Plan

We have prepared this plan generally in accordance with the STOP Grants Technical Assistance Project’s “Tool for Administrators,” with sections for:

II. OCJP’s Strategic Planning Process: We explain how OCJP’s criminal justice planning process works, and particularly how the STOP planning process operates in Tennessee. We describe how the state comes together with local governments and private, non-profit agencies to identify needs, problems, priorities and acceptable project responses. We also explain our relationships with the Statewide Executive Criminal Justice Advisory Committee and the STOP Violence Against Woman Program Planning Group.

III. Needs and Context: We share data “snapshots” that describe the scope of domestic violence, sexual assault, and stalking in Tennessee. We analyze grant distributions and service gaps, and examine underserved populations.

IV. Plan Priorities and Approaches: We do not intend to make major changes in strategic directions with this three-year Plan. We provide our rationale for the allocations we intend to make in 2003-2006, and offer a profile of the types of awards we plan to make under each of the seven types of STOP funding.

V. Conclusion: We offer our summation and wrap-up.

Overview of Tennessee's STOP Implementation Plan

Tennessee's 2003-2006 STOP Implementation Plan focuses on improving the quality and outcomes of victim services, and on enhancing the performance of the state's system for awarding and managing victim services grants. It does *not* propose significant shifts in the direction of grant-making from the one outlined in the previous STOP Implementation Plan.

Tennessee is challenged to maintain the current direction of its violence against women and other victim services programming because of the following trends, which are highlighted in the pages of the Plan:

- The incidence of domestic violence, sexual assault and stalking has not changed appreciably, given newer and better data on crime in Tennessee;
- The pattern of victim services coverage, represented by grant spending in Tennessee, matches closely the pattern of need – given our geo-mapping of the data;
- There is evidence that our system of enforcement, prosecution and services for victims is improving in part because of the accountability and performance orientation OCJP has taken over the past three years; and
- The recent restrictions on federal and state budgets for victim services prohibit significant innovation or expansion, making it imperative that we strengthen the existing agencies and improve the outcomes of their services.

Readers of this Plan will recognize two fundamental conclusions for FY '03-'06:

1. OCJP is committed to the principles of the STOP grant:
 - We will continue to focus on the victims served by the grant: Priority service populations must be served, including victims in areas of the state where service providers are few.
 - We will make every effort to administer grant awards fairly and equitably, while addressing the needs of the entire state, rural as well as urban.
 - We will continue to emphasize cost-effective services, balancing service coverage at the time of awards with evaluations of outcomes for victims.
2. OCJP will make a concerted effort to maximize the use of existing grant resources, since funding limitations are expected to restrict our flexibility:
 1. Only continuation grants will be awarded for the new STOP grant period;

2. Sub-recipient award decisions will be based in part on an individual grant performance review. That review, conducted by OCJP grant managers, will consider the applicant's history of compliance with grant requirements and its record of reporting project performance data.
3. Some sub-recipients' performance histories will necessitate a one-year award, pending their demonstration of improved performance. Those that fail to measure up will be curtailed and other providers will be solicited for those awards in 2004-5 and 2005-6.

II. OCJP's Planning, Implementation and Evaluation Process

Tennessee's 2003-2006 STOP Implementation Plan was developed by examining community needs and problems, analyzing gaps in services, setting priorities and specifying goals to be evaluated. Because the STOP Implementation Plan is a part of Tennessee's Statewide Criminal Justice Improvement Strategy, it will be an integral part of our long-term approach for implementing and evaluating the strategic management process we have built together with Tennessee's criminal justice community.

Our shift toward integrated, strategic planning processes, which began in 2000, is ambitious. Under this planning system OCJP staff gathers, analyzes and interprets crime incidence data, information from meetings and conferences with local government and non-profit agencies, and when necessary from focus groups or surveys of local and state criminal justice system participants, including non-profit agencies. OCJP's Statewide Criminal Justice Executive Advisory Committee advises the Office of Criminal Justice Programs during the ongoing planning cycle. From all these sources OCJP examines statewide priorities, modifies or changes them, and prepares the plans and coordinates the programs funded with Byrne, STOP, and other grant dollars with other federal and state-funded programs.

The Criminal Justice Planning Process in Tennessee

OCJP's plan development and update process has three distinct stages. *(See Attachment 2 for a "map" of these three stages. Attachment 3 offers a snapshot of Tennessee's annual grant cycle, from needs analysis through evaluation.)*

Stage 1: At its simplest, the first stage of the strategy development process is to describe *the nature and extent of criminal justice problems in Tennessee*, so that OCJP can focus the system's resources on the state's *overriding problems and trends*. OCJP gains this information by "filtering" data through grant agency perspectives. We use a range of methods to obtain the data, including geo-mapping system demand data (such as from UCR and Tennessee's Incident-Based Reporting System), surveying practitioners, examining the problem/need analyses built into the applicants' grant proposals, interacting with key informants (e.g., active participation in conferences, task force meetings and focus groups of existing grantees), monitoring the Internet for trends and issues, and analyzing evaluation data from the STOP grant sub-recipients.

Stage 2: The data become the subject of ongoing dialogue at meetings and conferences in Stage 2, which is a year-round process. OCJP actively participates in conferences sponsored by the Tennessee Conference on Social Wel-

fare, the National Organization for Victim Assistance, and the National Association of Victim Assistance Administrators. We also maintain partnerships with three groups for ongoing dialogue about Tennessee's strategic development and evaluation cycles. These groups are the VOCA Resource Planning Group, and the Criminal History Records Improvement Task Force, and the ***STOP Violence Against Women Program Planning Group***. (See Attachment 4 for a list of members and letters of support.) Representatives of agencies may bring their understanding of the field's priority issues and program suggestions to OCJP's Statewide Criminal Justice Executive Advisory Committee. (See Attachment 5.) Priorities and program directions are set by OCJP in partnership with these representatives of non-profit and local government victim services agencies. In future plan cycles emerging challenges will drive solicitations for new STOP grant applications. Solicitations authored in part by our partners will spell out the project descriptions for qualified proposals by applicants interested in developing new projects tailored to the needs identified in Stage 1. Applications that adequately spell out their project's purposes, its budget and staffing pattern, its service activities, its performance measures and its intended outcomes will receive any funding available for new needs and priorities.

Stage 3: OCJP has equipped its grants management unit to provide technical assistance and support that builds management capability among grant sub-recipients. Our goal is ongoing improvement of service outcomes for victims. OCJP is concentrating on collecting and analyzing sub-recipient performance and client outcome data for enhanced project evaluation. We are already using the projects' routine activity reporting to document their effectiveness on achieving victim outcomes. Those data tell OCJP what is working. When the data suggest victim outcomes are limited, we and our partners become aware of unmet needs and priorities in the targeted victim population – and of the need for new practice models in future funding cycles.

Participants in the Planning Process in Tennessee

State and local participation are the backbone of OCJP's strategy development process. This Implementation Plan results from various efforts to tap the knowledge and expertise of practitioners in victim services, just as we do with the rest of the criminal justice system. We remain committed to coordination at all levels, throughout the criminal justice and social service systems. OCJP has face-to-face or telephone contact with every sub-recipient for a variety of purposes; that contact always gathers input regarding problems, priorities, and programs. The victim services, law enforcement and prosecution community also advises on DV and sexual assault priorities by participating in regular technical assistance workshops OCJP hosts. In recent years OCJP has also

hosted local meetings and retreats during which issue areas are voiced. These retreats have focused on problems, issues and concerns related to system improvement, and how agencies can best work together through information sharing, improved communication, and evaluation efforts. Meetings provide an “informal” but intense means of obtaining detailed discussions of problems, issues, and future directions.

The STOP Violence Against Women Program Planning Group: Our grass-roots approach to planning is making it less essential to meet periodically with special advisory groups, because sub-recipients are becoming more directly involved in the process with OCJP and with each other. Meanwhile, we continue to maintain ties with the STOP planning group. The STOP planning group *provides leadership, influences policy, coordinates efforts, and develops strategies, through statewide collaborative activities to prevent, reduce, and STOP violence against women in Tennessee.* The diversity of the group has proved to be its greatest asset. As data from victim services providers and local government agencies become more available for priority-setting in Stage 2, the Advisory Group will play a less critical part in the award process. The Logic Model structure of future solicitations will drive the selection criteria, and the selections will be even more outcome-driven and less subjective.

Other State and Local Participation in the Strategy Development Process: Two ways we add to the systematic collection of needs and priorities data are as follows:

- ***Technical Assistance:*** In addition to the TA work mentioned above, OCJP has engaged its STOP and VOCA grant sub-recipients in a facilitated process of clarifying each agency’s project description. The “logic model” paradigm for evaluation and performance measurement will continue to serve as the base of our evaluation strategy with ALL OCJP grantees over the next several years.
- ***Other Advisory Groups:*** Several topic-specific advisory groups meet as-needed, providing input into the strategic planning process. These include the VOCA Resource Planning Group and the Statewide Executive Criminal Justice Planning Committee:
 - ***VOCA ad hoc Resource Planning Group:*** This ad hoc work group convenes as needed to consider the uses of future victims’ resources to support OCJP’s planning process. The Resource Planning Group reflects the diversity of the agencies involved with domestic violence.
 - ***Statewide Executive Criminal Justice Advisory Committee:*** The Office of Criminal Justice Programs uses its statewide Executive Criminal Justice Advisory Committee to provide input for the federal multi-year strat-

egy development process. Members represent those state departments with the greatest involvement in criminal justice (e.g., law enforcement officials, district attorneys, public defenders, court officials, corrections, treatment and prevention programs officials). Member organizations are listed in Attachment 5.

III. Needs and Context

The data suggest that three positive trends are at work in Tennessee:

- Tennessee's overall violent and drug-related crime rates per 100,000 continue to be high, like other Southern states, but they are declining;
- Tennessee's domestic violence offenses are receiving more attention than ever before; for the first time DV is well documented in our state's crime database; and
- Tennessee's population is growing slightly, and the proportions of racial and ethnic groups are changing, but not significantly enough to re-tool criminal justice spending plans.

Considerable challenges are posed by Tennessee's poverty levels, the geographic barriers to access of services, and the performance of the criminal justice system in domestic violence cases. But the major challenge in Tennessee continues to be availability of services in our large rural areas. Here we examine the patterns in population and demographics, crime data, and other needs, then offer a "gap analysis" that underpins our strategy for 2003-2006.

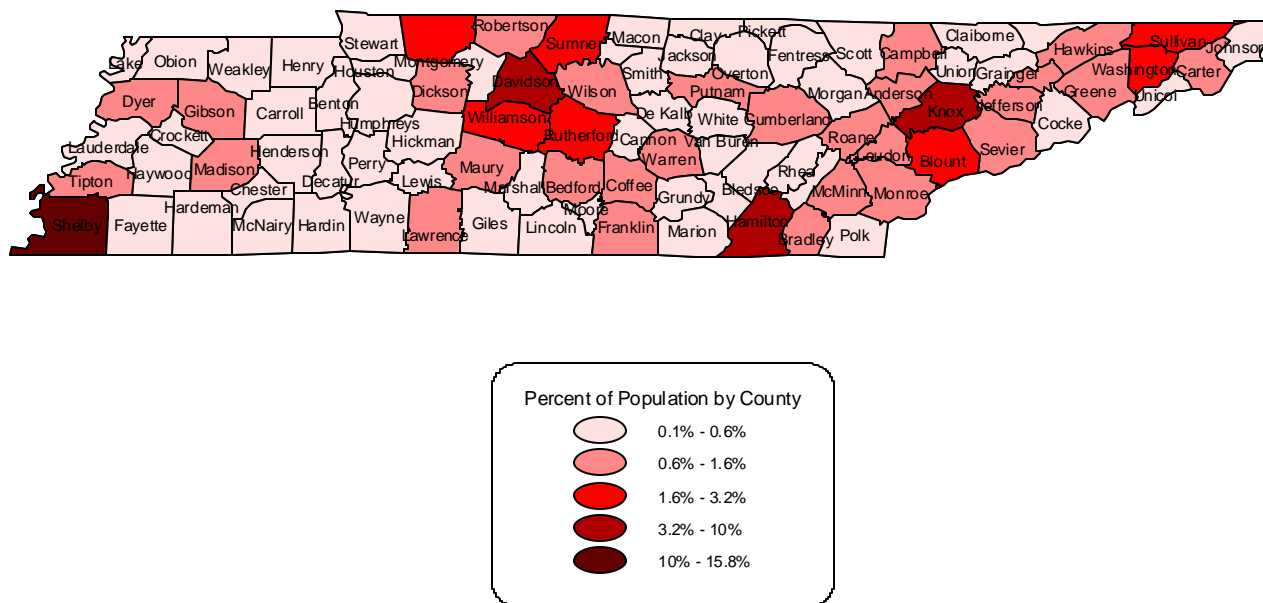
Population and Demographics

All but three Tennessee counties increased in size in the '90's, and the total population increased by 15% to nearly 5.7 million. But most of Tennessee's ninety-five counties remain rural; over half our residents live outside our four urban areas. Our rural counties share a number of domestic violence factors, such as geographic and social isolation, poverty, substance abuse and lack of formal education. Few rural agencies offer services for victims of domestic violence or sexual assault, and communication, transportation, and housing barriers all contribute to the social and psychological isolation, making rural women of all ethnic and racial populations particularly vulnerable. These factors also raise the need for continuing to sensitize the criminal justice and social service communities to the problem. Recent racial and ethnic demographics reveal virtually no growth in the proportion of African-Americans. And, a slight (3%) decline in the proportion of white Tennesseans appears to have been offset by very slight growth in Hispanic/Latino (1%) and other minority populations (1%). *(See Attachment 6 for data sources on the Tennessee population. The second table in Attachment 6 shows Tennessee's racial makeup.)*

The geo-map of Tennessee's population density, taken from 2000 Census data, appears in Figure 1 below. We use population distributions with crime

statistics and STOP grant distribution data to illustrate how gaps in services have created patterns of under-served populations in Tennessee.

**Figure 1. Tennessee Population Distribution by County
Percent of Population by County**



Data on Domestic Violence, Sexual Assault and Stalking

The nature and extent of violent crime, as measured by the index crimes of the Uniform Crime Reports, remain essentially unchanged since our previous Implementation Plan. Having only one year of reliable data from the Tennessee Incident-Based Reporting System (TIBRS) prohibits a trend analysis for the range of domestic violence, homicide and assault, sexual offenses, stalking, kidnapping and abduction. However, we have confidence that the baseline data are now in place for future trends analyses. *(See Attachment 7 for details on 2001 domestic violence data.)*

Overall Domestic Violence Impacts: Our domestic violence projects annually provide services to over 60,000 women and children who are victims of abuse, even though under-reporting and failure to seek help are notoriously

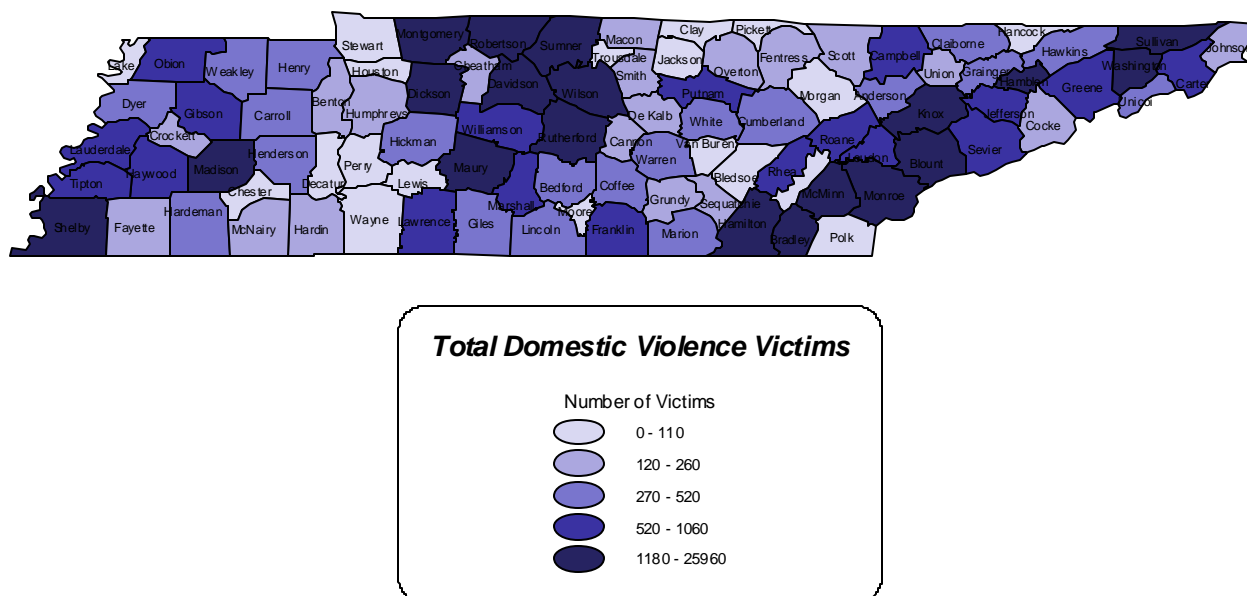
masking the incidence of these crimes. Police investigations of domestic violence incidents in Tennessee are continuing to increase. To illustrate, according to the Tennessee Incident-Based Reporting System, a total of 4,234 arrests were made in Tennessee for Forcible Sex Offenses in the three years from 1996 to 1998. In a single year, 2001, there were 2,423 victims of sexual offenses. A total of over 251,000 victims were reported for all domestic violence crimes covered in the 2001 TIBRS database.

	Murder				
	Manslaughter	Intimidation	Sexual	Kidnapping &	TOTAL #
2001 State	& Assault	& Stalking	Offenses	Abduction	DV VICTIMS
Victim Totals	106,391	16,537	2,423	953	251,113

The geo-map of Tennessee's violence statistics appears in Figure 2 below. We use data such as those depicted in this map with population statistics and STOP grant distribution to analyze how gaps in services have created patterns of under-served populations in Tennessee.

Figure 2. Tennessee Domestic Violence Victims by County

Total Domestic Violence Victims



Source:
2001 Tennessee Incident Based Reporting System

Other Issues Related to Needs Assessment

Tennessee has responded to violence against women in an increasingly coordinated fashion. Police and sheriffs' departments are taking domestic violence and sexual assault more seriously. The Legislature has enacted victim rights and anti-stalking laws. Still, four additional areas are affecting priorities for STOP grant attention in Tennessee:

Under-served Ethnic Populations: According to 2000 Census data, Tennessee is seeing a slight increase in the Hispanic/Latino population, primarily in the urban areas. For years we have tried to direct grant dollars to Spanish-speaking staff, and we are reprinting domestic violence and sexual assault materials in Spanish. We recognize that the changing composition of Tennessee's population is an emerging issue that must continue to be addressed.

Criminal Justice System Weaknesses: The community is more aware of violence against women, and the number of victim service agencies has grown. Still, inadequate law enforcement responses, prosecution, and court-imposed consequences on domestic violence offenders continue to pose problems for victims of domestic violence in Tennessee. Domestic violence training is still not a requirement for police, judges and prosecutors, but through the Tennessee Coalition Against Domestic and Sexual Violence and the Domestic Violence Coordinating Council we continue to offer this training across Tennessee. While special police DV and prosecution units are being developed, their numbers remain small statewide. Local domestic violence task forces exist in less than half of our thirty-one judicial districts, despite attempts to promote collaboration. Advocacy in the legal system is stretched thin: most judicial districts in Tennessee provide only one victim services staff member. These staff members serve victims of all violent crime, not just sexual assault victims. In rural areas, this means that the one advocate may have to serve more than one site, and be physically present only on certain days of the week.

Victims' Bill of Rights: In support of the Victims' Bill of Rights, the Office of Criminal Justice Programs annually provides \$750,450 in Edward Byrne dollars to support the victim witness program administered by the Tennessee District Attorneys General Conference. The allocation of these funds provides for the continuation of three dozen victim witness coordinators throughout the state without tying up STOP funds. Collaborative funding of victim witness coordinators has enabled Tennessee to approximate the ratio of one (1) Victim/Witness Coordinator to every three Assistant District Attorneys statewide, as recommended by the National Organization of Victim Assistance.

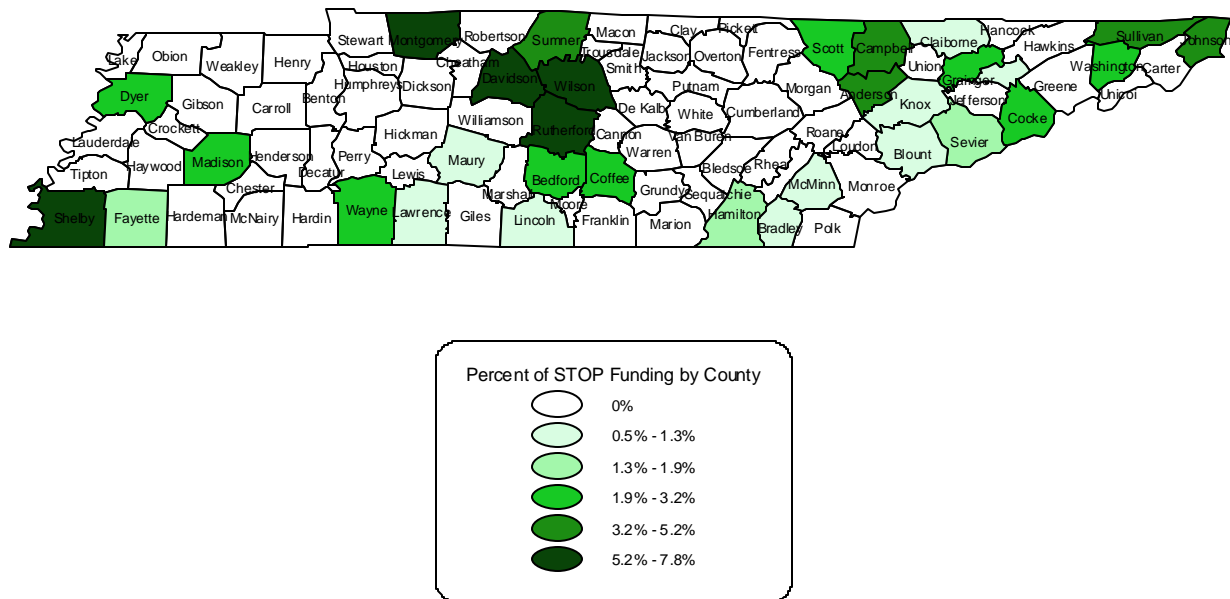
Advisory Committee's Recommendations: In 2000, OCJP convened a focus group of grant sub-recipient agencies to supplement our understanding of the needs of crime victims in Tennessee. Their attention to sexual assault, DV and child abuse topped the list then, and it still is a high priority. Currently in Tennessee, there are only nine dual issue and five stand alone sexual assault programs throughout the state available to rape victims. The geographical distance between centers requires victims residing in rural parts of the state to travel up to two hours to gain services. Since these areas coincide with the highest poverty rates in the state, this creates an insurmountable barrier for many victims. Nine rural domestic violence shelter programs have become "dual issue" programs, expanding their services to include sexual assault response. These shelters have received ongoing training and technical assistance from the Tennessee Coalition Against Domestic and Sexual Violence to assist them in meeting this need. In the previous funding cycle we attempted to address the committee's recommendations in the priority areas. We will continue these efforts in the upcoming 2003-06 contract cycle. *(See Attachment 8 for a summary of other needs data.)*

STOP Grant Funding Distribution

The geo-map of Tennessee's STOP grant spending appears in Figure 3 below. We use data such as those depicted in this map with crime and population statistics to analyze how gaps in services have created patterns of underserved populations in Tennessee. *(See Attachments 9 and 10 for detailed data on Tennessee's STOP grant spending.)*

Figure 3. STOP Funding by County

Percent of STOP Funding by County



OCJP's Grant Allocation Process: For the FY03-04 funding cycle OCJP has developed a new approach for factoring in need with past sub-recipient performance. We now have a method of ensuring accountability in future grant awards, whether those awards reflect cutbacks or new resources from Congress. We say more about this in the next section, under Grant-Making Strategy.

STOP Grant Resource Needs and Gap Analysis

When we compare the crime victims data and the population data with information on the distribution of STOP grants, we can identify gaps, which indicate under-served populations in Tennessee. Our geo-mapping analysis suggests that most regions of the state, based on their populations and crime victim statistics, are receiving an appropriate share of the STOP grant funding available to Tennessee.

However, we have identified three targets of under-served populations:

- The northwest region, where only three projects are available for funding, appears to warrant close attention because of the potential for underserving victims. We plan to fund these three projects as the budget will permit, given the fact that the state as a whole may take a reduction in funding in the next cycle. Extra technical assistance from OCJP will be provided if necessary to maintain a level of quality performance comparable with other sections of the state.
- The southeast region receives considerable attention from OCJP's STOP grants, and we believe that there are other funding sources at work in this area of the state. However, the crime victim data suggest that the rates of violence against women may be higher along the I-75 and I-81 corridor than in other regions of the state. (It is also possible that reporting of domestic violence is merely better in this section of Tennessee.) We will make it a priority to determine the nature of alternative funding for victim services, and to discover the facts about the actual rates of domestic violence in this area. Any shortfall in coverage will be addressed with resources available after basic coverage is assured.
- A small increase in Tennessee's population of Hispanic/Latino people also warrants additional attention. OCJP intends to direct any STOP funds that may be available after basic service coverage is assured to tailor services and accessibility to this population.

IV. Plan Priorities and Approaches

Our analysis of Tennessee's resource needs and service gaps suggests that we should concentrate on the following priority needs and under-served areas of the state, which are the basis of the allocation strategy OCJP has adopted:

- Increase the **community's awareness** and involvement in domestic violence and sexual assault prevention and intervention, and promote state and local **coordinated responses** to violence against women.
- Increase **knowledge** of the nature and extent of violence against women among **members of the criminal justice system** (i.e., law enforcement, prosecutors, judges, court personnel, and the social services sector).
- **Maintain existing victim and community services programs**, even with a restricted state budget, while increasing the **quality** of their performance and enhancing **outcomes for victims**.
- Provide a service response to underserved populations, notably in the **northwestern part of the state**, and possibly in the southeast as well.
- Improve coordination and **compatible data collection** and communication systems linking police, prosecutors, victim services and other service agencies for purposes of identifying and tracking arrest and protection actions, and for producing **benchmarking data on victim outcomes**.
- **Identify effective interventions** (i.e., projects that work to achieve victim outcomes) in law enforcement, prosecution, protective and social services.
- **Enhance** services for racial, cultural, linguistic and ethnic minorities (**especially a growing Hispanic population**), the disabled and the frail elderly with any resources that are available after basic services are assured.

Relation to Prior STOP Implementation Plans

At its core this strategic direction reflects a continuation of the service priorities set in place in our previous three-year Implementation Plan. OCJP plans no major shift in the strategic direction of its STOP grant allocations for the 2003-2006 planning period. The growth projected by this Plan is not in the types of services or the numbers of new locations we will fund, particularly given today's harsh economic climate. But, OCJP *does not* intend to take a hiatus on its efforts to improve victim services in Tennessee. The growth we intend to focus on for this period instead will be in these areas:

- Accountability for quality victim services in accordance with logical program designs and measurable performance indicators;
- Effective services that actually produce observable outcomes for victims of domestic violence and sexual assault;
- Improved systems for allocating and managing victim services resources.

OCJP has victim-self-reported data demonstrating that services delivered statewide through the current array of grants has been effective in accomplishing desirable outcomes for victims of domestic violence and sexual assault. Tennessee OCJP will therefore continue to support those types of programs that have demonstrated an ability to effectively respond to violence against women and decrease the adverse effects of that violence. The foundation of a successful network of victim services is in place.

That does not mean that there are no gaps in the system of enforcement and service coverage, or that the quality of existing activity is uniformly high. OCJP will continue to advocate for legislative, policy, and procedural changes which will enhance the state's ability to respond to violence against women. Tennessee is committed to assisting sub-recipient agencies funded with Violence Against Women grants to build capacity in their programs by tying goals, activities, outputs and outcomes together in clear and measurable program designs. To that end, the Office of Criminal Justice Programs will continue to conduct technical assistance sessions around the state in 2003-2004 to help sub-recipients improve their data collection and reporting systems. It is our goal for 2003 to post reports of semi-annual and annual performance data on the OCJP web site for trends analysis and benchmarking.

Priority Areas

We recognize that significant progress has been achieved in improving the Tennessee criminal justice system's response to violent crimes against women. Continued improvement is essential. We have identified the following continuing needs, each with a description of our strategic response:

Need: Increase the community's awareness and involvement in domestic violence and sexual assault prevention and intervention, and promote state and local coordinated responses to violence against women.

Funding Priorities:

- Continued efforts to educate community leaders regarding issues of violence against women, domestic violence, rape and sexual assault.
- Support for the development of community domestic violence task forces.
- Support for the inclusion of sexual assault task forces within domestic violence task forces.

Need: Increase knowledge of the nature and extent of violence against women among members of the criminal justice system (i.e., law enforcement, prosecutors, judges, court personnel, and social services sector).

Funding Priorities:

- Support the refinement of model policies and offer training for prosecutors.
- Support legal advocacy for victims in civil and criminal orders of protection.
- Support statewide gatherings for criminal justice system participants, focused on violence against women.
- Support ongoing training of law enforcement, the courts, child protective service workers and health care professionals.
- Disseminate “how to” start-up materials for model programs in specialized service units (law enforcement, prosecution, rape crisis centers).

Need: Maintain existing victim and community services programs, even with a restricted state budget, while increasing the quality of their performance and enhancing outcomes for victims.

Funding Priorities:

- Support DV shelters with satellite centers in surrounding counties, encourage public education and outreach services for these secondary locations, and reward creative methods for dealing with transportation barriers (when funds permit).
- Support sexual assault services with satellite centers in surrounding counties, encourage public education and outreach services for these secondary locations, and reward creative methods for dealing with transportation barriers (when funds permit).
- Support dual-purpose DV shelter-sexual assault centers where possible.
- Base grant decisions on the continuation of awards for sub-recipient agencies that can demonstrate effective services and an orientation toward performance improvement.
- Base the amounts of the 2003 awards on a project’s history of actual expenditures, to discourage sub-recipients from depriving other agencies of limited grant funds by failing to deliver proposed services.
- Provide technical assistance to agencies with performance challenges, review their performance requirements at least annually, and consider making funding available for new providers in targeted areas of the state.

Need: Provide a service response to underserved populations, notably in the northwestern part of the state, and possibly in the southeast as well.

Funding Priorities:

- Continue to assess the needs of victims and the service gaps in the northwestern and the southeastern corners of the state, to determine the nature of the crime reporting and alternative sources of funding in these regions.
- Continue to promote development of dual issue (DV and SA) programs, especially in rural areas (such as in the northwestern part of the state).

- Ensure that grant sub-recipients in under-served areas are not disabled by imminent funding reductions, while providing technical assistance to ensure that they will continue to be viable and effective for future victims.

Need: Improve coordination and compatible data collection and communication systems linking police, prosecutors, victim services and other service agencies for purposes of identifying and tracking arrest and protection actions, and for producing benchmarking data on victim outcomes.

Funding Priorities:

- Ongoing consultation and support of domestic violence computer network linking domestic violence and sexual assault centers in Tennessee.
- Enhance standardization of reporting across agencies and disciplines.
- Support increased law enforcement reporting of domestic violence.
- Encourage data collection and reporting by prosecutors.
- Implement Full Faith and Credit.
- Develop a location on OCJP's web site to host sub-recipient performance data (especially on victim outcomes), to support trends analysis and benchmarking.

Need: Identify effective interventions (i.e., projects that work to achieve victim outcomes) in law enforcement, prosecution, protective and social services.

Funding Priorities:

- Continue the recent emphasis on outcome evaluation and the collection and analysis of performance data to assure effective programming.
- Enhance the system's victim outcomes data by identifying secondary sources of outcomes data for cross-validating victim self-reports, and by making data collection a routine target of grant management reviews.
- Refine OCJP's analytical approach for basing future allocations of grant funds on a balance between a sub-recipient's performance history and the measurability of its victim services goals and objectives.

Need: Enhance services for racial, cultural, linguistic and ethnic minorities (especially a growing Hispanic population), the disabled and the frail elderly with any resources that are available after basic services are assured.

Funding Priorities:

- Determine the needs of under-served language groups and ethnic minorities (especially Hispanics).

Tennessee OCJP

- Support existing programs offered by sub-recipients for under-served populations.
- Support the expansion of programs in under-served areas of the state with any available resources after basic services are assured.

OCJP's Grant-Making Strategy

OCJP has four goals for its STOP Grant Awards process:

- To manage Tennessee's strategic criminal justice planning and resource management process effectively;
- To achieve *maximum benefits* from the federal funding sources for the Tennessee public;
- To ensure *equitable distribution* of the resources among the components of Tennessee's criminal justice system, within the priorities set by VAWA; and
- To demonstrate accountability for achieving *results* for the victims who receive these services.

Assumptions: The Tennessee Office of Criminal Justice Programs (OCJP) holds several key assumptions that apply to the grant award cycle, predicated on the Office's goal of enhancing accountability for service quality and victim outcomes. Those assumptions for this planning period are:

- Awards will be for continuation grants. No new money is available for new projects, unless an existing sub-recipient fails to respond to our assistance.
- Continuation grants will not exceed amounts spent in previous awards.
- Continuation grants will be for a three-year period, with the exception of those sub-recipients whose performance reviews have indicated the need for exceptional technical assistance from OCJP. These awards will be for one-year periods, renewable on demonstration of project improvements.
- All sub-recipients will carry at least a part of the burden for this year's budget reductions.
- Agencies with histories of quality performance and demonstrable victim outcomes will not suffer the same budget reductions as those with grant review exceptions or histories of performance problems.
- OCJP conducts performance measurement reviews on all STOP grants, and not all sub-recipients perform at the same levels of quality.
- The performance reviews will not dictate, but will *inform* OCJP's award decisions. Other considerations: clarity of the project's design, overall size of a project's budget, other known sources of revenue, geographic location, and the effects a cut might have on the continued viability the project. (See Attachment 9 for details.)

Distributions of STOP Funding across Allowable Categories: OCJP will fund seven law enforcement projects, all as continuations from FY 2001-2002. We will fund two rather large projects through the Tennessee District Attorneys General Conference, also as continuation awards. We support one court project, in the Mid-Cumberland area. We will fund 35 victim services projects. (For a detailed description of the specific STOP grant award distributions, in-

cluding funding for law enforcement, prosecution, courts, and victim services, see Attachment 10. Tennessee's entire range of victim services grants recipients is listed by type in Attachment 11.)

Grant Award Process: Under OCJP's grant award process OCJP will recruit, train and convene six teams of 4-6 reviewers who have demonstrated expertise in effective project design from across the state to review new applications for federal funding. OCJP creates separate teams to review law enforcement, prosecution and victim service applications. Teams are initially provided with information about the purpose and use of the funding source, allowable expenses and a description of the review process. We provide a summary of the victim outcomes anticipated for a project of each type, and ask reviewers to complete a uniform reviewers' instrument, which helps OCJP project managers assess and organize the reviewers' information. We attempt to focus reviews on projects outside the reviewer's own geographic region, to enhance equity.

A copy of each application is sent to the reviewers assigned to review it. Each application is scored, based on its relationship to the Federal Purpose Area and other weighted criteria (*see Attachment 12*). Each reviewer brings completed review forms and applications to a scheduled meeting of the entire team in Nashville. When the team is assembled, they are provided with information related to the location of existing contracts, amount of funding available as well as priorities for funding. The team then discusses each application, each reviewer presents scores and a single average score is assigned to the application. Once all the applications are scored they are ranked by score. Applications receive funding based on the ranking of their application.

Addressing the Needs of Under-Served Victims

Considerable challenges are posed by Tennessee's poverty levels, the geographic barriers to access of services, and the performance of the criminal justice system in domestic violence cases. But the major challenge in Tennessee continues to be availability of services in our large rural areas. OCJP has identified two ways of addressing these under-served victims:

- Targeting the northwestern region of the state for additional support, in the form of protection from the most severe budget reductions expected in other parts of Tennessee;
- Providing an intense technical assistance focus from OCJP, in order to strengthen these agencies' abilities to manage accountably for results – in order to ensure their continued operation in geographic areas of need.

We also have identified a small rate of growth in our population of Hispanics and Latinos. For years we have tried to direct grant dollars to Spanish-speaking staff and to reprint domestic violence and sexual assault materials in Spanish. We also intend to conduct assessments of needs in those communities, to identify additional needs. OCJP recognizes that the changing composition of Tennessee's population is an emerging issue that must continue to be addressed.

Monitoring and Evaluation

OCJP bases its evaluation design on organizational and system learning principles, for the improved management of its criminal justice system at the state and local levels. In fact, ongoing improvements in local sub-recipient performance and in state program management are the most important outcomes we intend to achieve through Tennessee's "grassroots-oriented" evaluation strategy. Our evaluation approach has charted a course of continuous improvement that will strengthen the state's strategic planning for projects supported by the various federal grant programs OCJP manages. Opportunities exist throughout the life cycle of the Tennessee planning and implementation process to improve the quality and efficiency of our services system.

This evaluation strategy is in keeping with our focus on accountability for project performance and achieving victim outcomes. We have taken steps to build this strategy into our STOP (and other) program management processes. The components essential for a complete evaluation system are in place, although we are still training participants and refining data collection and reporting. The components of our system are as follows:

Project design and performance monitoring: OCJP requires its STOP grant contracts to contain clear and logical descriptions of project purposes, goals, objectives and intended victim outcomes. These performance expectations clarify the standards we will use to monitor and evaluate a project. For monitoring, program managers conduct extensive reviews of project files and reporting histories, using a preset list of performance criteria. Inter-rater reliability activities ensure fairness among four program managers' reviews. Program managers also conduct site visits to selected projects on occasion, and use other sources of information (e.g., observation, phone interviews, audit reports) to monitor project activities. The Tennessee Office of Program Accountability Review (PAR) continues to conduct additional program reviews and fiscal audits, under the direction of OCJP program managers.

Technical assistance: OCJP has made a strong commitment to its sub-recipient partners to help them succeed by providing technical assistance in

effective project design, quality fiscal practices, compliance with program standards, collection and reporting of VAWA output reports, and OCJP victim outcome reports. Our philosophy for providing technical assistance is to:

- Promote continuous improvement in performance by enhancing the use of process evaluation and analysis within a project's own operation;
- Support partnerships among community projects of different types by encouraging inter-agency information sharing and decision-making (focused on better management uses of evaluative data);
- Enhance understanding of the projects' effects on client outcomes, analysis of what does and does not work, recognition of other benefits being achieved, and discovery of what others may learn from the experience.

Semi-annual reporting of required project output data is the driving force for the state's monitoring and review of STOP project performance:

- *Project Performance Data Reporting:* All STOP grant sub-recipients are required to submit VAWA required semi-annual and annual output reports. OCJP will be re-visiting these reports in the coming year to identify measures of program productivity that will complement the required data. We are also examining software solutions that will make it easier for sub-recipients to gather and report the required data. *(See Attachment 13, History of Performance Management, for an overview of OCJP's philosophy on technical assistance to grant sub-recipients and our goals for performance measurement.)*
- *Project Outcome Data Reporting:* All STOP grant sub-recipients are also required to submit semi-annual reports of victim outcomes accomplished, using a few "core" measures of success developed by working groups of sub-recipient agencies under OCJP tutelage. *(See Attachment 14, Performance Indicators and Measures, for a complete listing of the state's "core" indicators.)*

Process evaluation: OCJP's program managers are responsible for managing contracted external evaluations when they are necessary. However, we are building our system of sub-recipient outcome reporting to reduce the need for traditional, expert-model program evaluations. (Most outside evaluations are limited to process analyses in our experience, and project self-reporting is a form of statewide process analysis.) To build the capacity of our sub-recipients' managers in the design of proper "logic models" and logic self-analysis systems, we piloted our approach in the previous grant period through evaluation technical assistance contracts for STOP and VOCA sub-recipients. We will be implementing statewide process evaluation during the upcoming grant period by standardizing the measures, establishing excellent project profiles in OCJP contract records, and populating an extensive, automated database on performance that will support trends analysis and benchmarking across geo-

graphic areas and project types. *(See Attachment 15 for the Executive Summary of our 2001-02 Statewide Outcome Data Analysis.)*

Impact evaluation: Few STOP sub-recipients have developed evaluation schemes or processes capable of supporting impact evaluation, even though a few have had three years of technical assistance in developing measures and data sources. Future evaluation plans at OCJP will include methods of ensuring increased reliability of evaluative data (e.g., such as from cross-validating sources like case reviews and even control groups). For now, however, OCJP is content to have a system in place that teaches us and our service partners what seems to work to achieve outcomes that victims report as successes.

Barriers to Implementation

OCJP has taken the position that the major barrier to success during the 2003-2006 STOP grant period will be the inevitable impact of limited funding. The changes in the requirement for in-kind matching will effectively reduce the operating budgets of non-profit victim intervention projects, and that comes at a time when state resources and private support for victim services are nearing all-time lows.

An associated barrier will be the dramatic reductions anticipated in the Victims of Crime Act (VOCA) budget, due in large part to the demands of funding the Homeland Security initiatives. Many of our non-governmental sub-recipients of STOP grants are also VOCA service providers, and therefore the VOCA reductions constitute a double-blow to their operating budgets.

Finally, the nature of the national and Tennessee state economies are the “wild card” in our planning for the future. It is difficult to anticipate what effects the President’s budget proposals and the potential war in the Middle East might have on future agency funding or private giving. The global challenges cannot begin to approximate the as-yet unknown impacts on the rates of domestic violence, sexual assault and stalking that might accompany a depressed workplace and financial troubles in the Tennessee family home.

V. Conclusions

The STOP Violence against Women Grant has been essential to the success of 45 sub-recipient agencies in law enforcement, prosecution, court and victim services agencies in Tennessee. It will continue to provide a vehicle for supporting important violence intervention projects in our state. STOP grants will continue to supply services to victims of domestic violence and sexual assault where those services would not otherwise be available in Tennessee.

Readers of this Plan will recognize two fundamental conclusions for FY '03-'06:

1. OCJP is committed to the principles of the STOP grant:
 - We will continue to focus on the victims served by the grant: Priority service populations must be served, including victims in areas of the state where service providers are few.
 - We will make every effort to administer grant awards fairly and equitably, while addressing the needs of the entire state, rural and urban.
 - We will continue to emphasize cost-effective services, balancing service coverage at the time of awards with evaluations of outcomes for victims.
2. OCJP will make a concerted effort to maximize the use of existing grant resources, since funding limitations are expected to restrict our flexibility:
 - Only continuation grants will be awarded for the new STOP grant period;
 - Sub-recipient award decisions will be based in part on an individual grant performance review. That review, conducted by OCJP grant managers, will consider the applicant's history of compliance with grant requirements and its record of reporting project performance data.
 - Some sub-recipients' performance histories will necessitate a one-year award, pending their demonstration of improved performance. Those that fail to measure up will be curtailed and other providers will be solicited for those awards in 2004-5 and 2005-6.

OCJP is committed to continuing the support of services for victims of domestic violence, sexual assault and stalking. Our 2003-2006 STOP Implementation Plan does *not* propose significant shifts in direction. The growth projected by this Plan is not in the types of services or the numbers of new locations we will fund, particularly given today's harsh economic climate. But, OCJP *does not* intend to take a hiatus on its efforts to improve victim services in Tennessee. The growth we intend to focus on for this period instead will be in these areas:

1. Accountability for quality victim services in accordance with logical program designs and measurable performance indicators;

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2. Effective services that actually produce observable outcomes for victims of domestic violence and sexual assault;
3. Improved systems for allocating and managing victim services resources.

Attachment 1. Tennessee Office of Criminal Justice Programs Fact Sheet

**STATE OF TENNESSEE
DEPARTMENT OF FINANCE AND ADMINISTRATION
RESOURCE DEVELOPMENT AND SUPPORT
OFFICE OF CRIMINAL JUSTICE PROGRAMS
WILLIAM R. SNODGRASS TENNESSEE TOWER
SUITE 1200, 312 8th AVENUE NORTH
NASHVILLE, TENNESSEE 37243-1700
(615) 741-7662
FAX (615) 532-2989**

Mission

“The Office of Criminal Justice Programs is committed to a safer Tennessee for all of its citizens. OCJP functions as a strategic planning agency that secures, distributes and manages federal and state grant funds for Tennessee. While collaborating with other public and non-profit agencies, OCJP utilizes these grant monies to support innovative projects statewide in efforts to reduce criminal activity, provide services for victims of crime and promote overall enhancement of the criminal justice system in Tennessee.”

Vision

“Working Together For a Safe Tennessee”

Services

Services supporting state departments, local governments, and private agencies in achieving their program goals include:

- | | | |
|------------------------|-------------------------------|------------------------|
| ◆ Technical Assistance | ◆ Research | ◆ Program Facilitation |
| ◆ Training | ◆ Assessment | ◆ Program Development |
| ◆ Planning | ◆ Interagency
Coordination | ◆ Program Management |

Currently Administered Programs

Edward Byrne Memorial Grant Program

The OCJP administers the Edward Byrne State and Local Law Enforcement Assistance Formula Grant Program. Through the Byrne Grant the OCJP works in partnership with state and local government to make communities safe and to improve the criminal justice system. The Byrne Grant assists state and local criminal justice agencies in reducing crime, violence and drug abuse. Special issues addressed by this program include improvement of criminal justice records in Tennessee, domestic violence prevention and intervention, prevention of school violence, drug offender prosecution and treatment, information system technology, community based program support, court and drug task force support and correctional systems improvement. This program currently funds more than 130 local and state projects.

Local Law Enforcement Block Grant Program (LLEBG)

The Office administers the state allocation of the Local Law Enforcement Block Grant Program. The State uses these funds for statewide drug enforcement, gang

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initiatives, drug task force training, drug court support as well as selected equipment needs for both local and state agencies.

Safe Neighborhood Act of 1998 (SAFE)

The Tennessee Safe Neighborhoods Act makes available through OCJP \$7,500,000 state dollars to assist local law enforcement agencies that are actively participating in or making application for the COPS Universal Hiring Program administered through the U.S. Dept. of Justice. This SAFE funding covers 10% of the total COPS grant reducing the 25% match requirement from the local agency to 15%.

National Criminal History Improvement Program (NCHIP)

The OCJP convenes the state level interagency taskforce which leads the effort to improve the collection and reporting of criminal histories throughout Tennessee's criminal justice system. The Office administers grant funds and coordinates activities statewide to improve this system.

STOP Violence Against Women Program

The OCJP is the coordinating, planning and administrative agency for Tennessee's STOP Violence Against Women Grant. The Office administers approximately 65 grants to law enforcement, prosecution, and victim services agencies to support this effort.

Residential Substance Abuse Treatment (RSAT)

The OCJP administers the Residential Substance Abuse Treatment Grant for state prisoners. The program provides for substance abuse treatment programs in state and local correctional facilities.

Victims of Crime Act (VOCA)

The OCJP administers Tennessee's VOCA program which is designed to provide high quality services that directly improve the health and well being of victims of crime. Priority is given to victims of child abuse, domestic violence, sexual assault and services for previously underserved victims. Currently over 75 grants are funded throughout Tennessee.

Family Violence Shelters

This OCJP program provides grants for shelter and related services to victims of family violence and their dependents. Grant shelter services are provided 24 hours a day, 7 days a week and include the following components: shelter, crisis hotline, counseling, advocacy, transportation, referral, follow-up and community education. This program currently funds more than 30 shelter grant programs.

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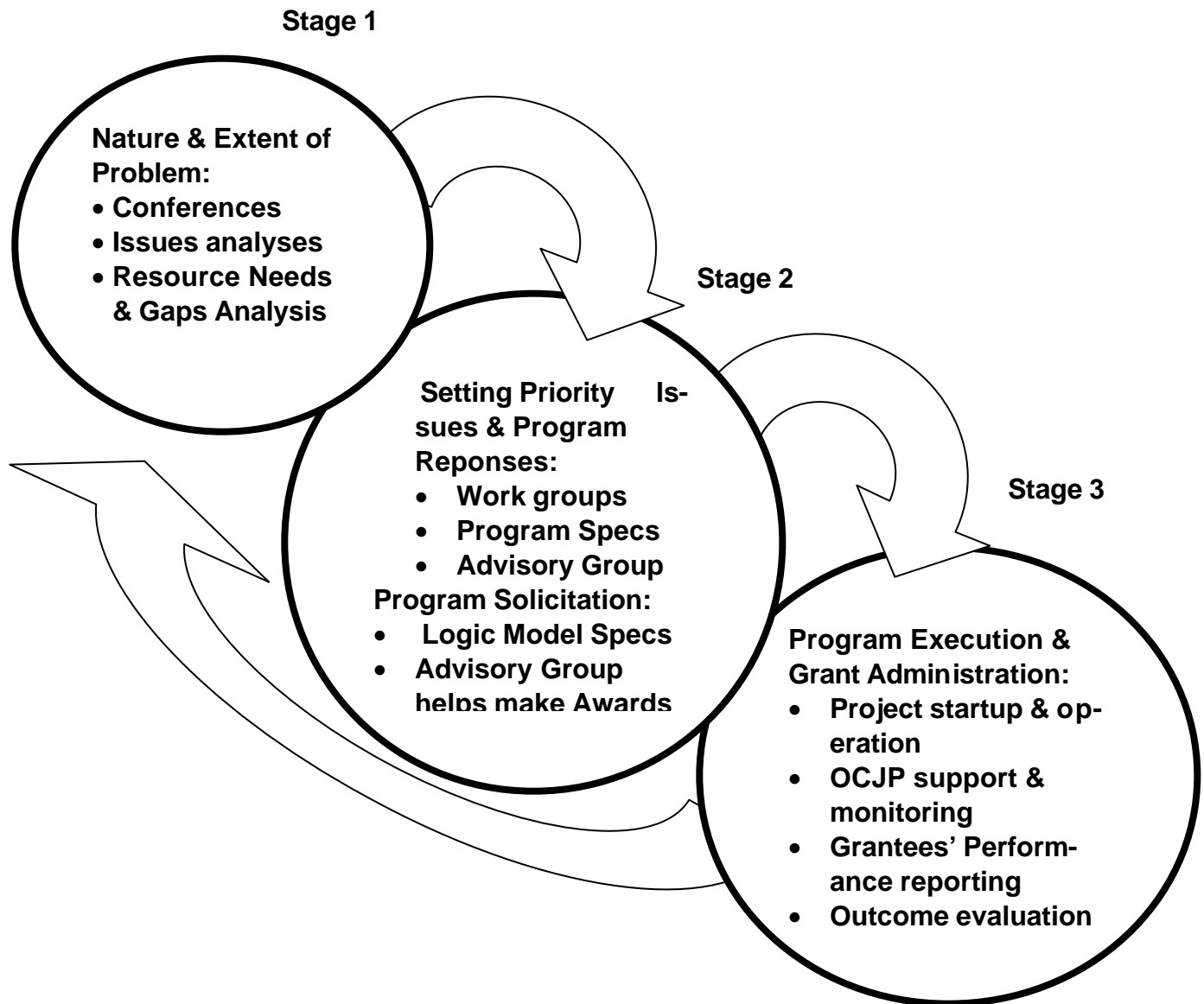
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Attachment 2. The Three Stages of Strategic Planning at Tennessee Office of Criminal Justice Programs



Attachment 3. Grant Cycle used by Tennessee Office of Criminal Justice Programs

OFFICE ACTIVITIES See Policy Section #s	January	February	March	April	May	June	July	August	Sptember	October	November	December
I. Internal Office Policies & Procedures	Ongoing	Through	The	Year	→						Review policies	Revise policies
II. Needs Assessment, Planning & Evaluation: Master Planning Process for F&A	Byrne Strategy due in DC		STOP Impl Plan due	Discuss needs- trends data past 6 mos	Set plans for change in pgms' priorities					Discuss needs- trends data past year	Begin STOP & Byrne Strategy	Final draft Byrne Strategy or Update
III. Federal Grant Program Applications			RSAT App due	STOP App due in DC	VOCA App due							Byrne App due in DC
IV. Federal Grant Program Award Oversight/ Reporting	Semi-annual CJ rpts due in	Semi-annual vic- im rpts due in	Quarterly VOCA re- ports due in				Annual rpts due in: vic- tims, CJ	FN annual reports due in DC ??	Quarterly VOCA re- ports due in			
V. Sub-recipient Application Process (includes production of Application Packages and contract shells)	Schedule workloads Begin App package	Finish App packages, arrange road trips	Conduct road trips to train on Apps	Process apps, manage reviews	Issue awards, follow up w/ DGAs							
VI. Sub-recipient Award Process						Deal w/ Contracts						
VII. Sub-recipient Grants Management	Ongoing	Through	The	Year	→		Clean up contracts	Train & offer TA	Support, visit, reply	Monitor sites	Review manuals	Revise manuals
VIII. PAR Monitoring	Ongoing	Through	The	Year	→				PAR At- tach A due			
IX. Computer File Maint.	Ongoing	Through	The	Year...	→							
X. Financial Grant Management	Qtr Expend Rpts	Recon- ciliations		Qtr Expend Rpts			Qtr Expend Rpts			Qtr Expend Rpts		
XI. Database Management	Ongoing	Through	The	Year	→							→

XII. Website Management	Ongoing	Through	The	Year...								

Attachment 4. STOP Violence Against Women Program Planning Group

OCJP formed the STOP Violence Against Women Program Planning Group in February 1996. Its purpose is to help us address the issue of domestic violence through a coordinated use of the Federal STOP grant program. The group continues to advise OCJP's oversight of the STOP Violence Against Women Program in Tennessee. The Advisory Group consists of leaders from various types of projects funded by STOP sub-grants. The STOP Planning Group reflects the diversity of the agencies involved with domestic violence. It includes a cross-section of representatives from shelter programs, domestic violence and sexual assault centers, legal services, police, prosecutors and sheriffs.

The mission statement the group developed is *to provide leadership, influence policy, coordinate efforts and develop strategies, through statewide collaborative activities to prevent, reduce and STOP violence against women in Tennessee.* In fulfilling this mission, the diversity of the group has proven to be its greatest asset. Collaboration is now recognized as the key component in efforts to STOP Violence Against Women.

STOP Violence Against Women Planning Group Members

Craig Hamilton

Bradley Co. Sheriff's Office
Cleveland, TN

Anna Whalley

Shelby Co. Gov. Victims Assistance Center
Memphis, TN

Susan Cannon

Domestic Violence Intervention Center
Nashville, TN

Suzanne Keith

Admin. Office of the Courts
Nashville, TN

Sharon Moore

Battered Women, Inc.
Crossville, TN

Dianne Levy

Mona Mason

Haven of Hope
Manchester, TN

Patricia Mock

Legal Aid Society of Mid-TN
Clarksville, TN

Sue Jones

District Attorney's General
Nashville, TN

Kathy Walsh

TN Coalition Against Domestic
and Sexual Violence
Nashville, TN

Sher Byrd

8th Judicial District
Jacksboro, TN

Jackie Flemming

SafeSpace, Inc.
Sevierville, TN

Nick Boone

Madison Children's Home
Madison, TN

Char Creson

Rape and Sexual Abuse Center
Nashville, TN

Lou Jarrett

Department of Health
Nashville, TN

Jane Jarvis

West TN Legal Services
Jackson, TN

C.E.A.S.E.
Morristown, TN

Janell Clark

Genesis House
Cookeville, TN

Debbie Neill

Adult and Contract Srvs.
Dept. of Human Services
Nashville, TN

Deborah Yeoman

Legal Services of Upper East TN
Johnson City, TN

STOP Violence Against Women Planning Group Goals

- Increase the community's awareness, concern and involvement regarding the issue of violence against women, including family and domestic violence, rape and sexual assault.
- Increase the system's knowledge of the nature and extent of violence against women and identify effective interventions in the areas of law enforcement, prosecution, protective services social services, health and other agencies and target population areas.
- Improve coordination and compatible data collection and communication systems linking police, prosecutors, victim services and other service agencies for purposes of identifying and tracking arrests, protection orders, violations of protection orders, prosecutions and conviction to ensure uniformity.
- Increase the abilities of the state and communities to form a coordinated response to violence against women.
- Promote and recruit leadership within the services and response system and at the state level.
- Expand victim and community services programs, including improved delivery of such services as early intervention, court information, advocacy, crisis intervention, appropriate referrals, protective services, health and mental health services.

- Expand services for racial, cultural, linguistic and ethnic minorities, rural population, the disabled and the frail elderly.

TERRY: INSERT LETTERS OF SUPPORT!

Attachment 5: OCJP Statewide Criminal Justice Executive Advisory Committee Member Organizations

- **Tennessee Administrative Office of the Courts**
- **Tennessee Association of Chiefs of Police**
- **Tennessee Bar Foundation**
- **Tennessee Bureau of Investigation**
- **Tennessee Board of Probation and Parole**
- **Tennessee Civil Legal Services System**
- **Tennessee Coalition Against Domestic and Sexual Violence**
- **Tennessee Department of Correction**
- **Tennessee Department of Finance and Administration**
- **Tennessee District Attorneys General Conference**
- **Tennessee Public Defenders Conference**
- **Tennessee Sheriffs' Association**

Attachment 6: Population Distribution of Tennessee Counties

The chart provides Tennessee's 95 county populations by region, based on 2000 U. S. Census figures. The 1990 Census shows that all but three Tennessee counties have increased in population over that period.

NORTHWEST	Population 1990 Census	Population 2000 Census	Percent %
Benton	15,770	16,537	
Carroll	28,617	29,475	
Crockett	13,589	14,532	
Dyer	35,900	37,279	
Gibson	47,728	48,152	
Henry	29,429	31,115	
Lake	8,539	7,954	
Obion	32,413	32,450	
Weakley	32,346	34,895	
TOTAL	244,331	252,389	
Region as % of total state pop			4%
SOUTHWEST			
Chester	13,703	15,540	
Decatur	10,788	11,731	
Fayette	26,954	28,806	
Hardeman	24,184	28,105	
Hardin	24,399	25,578	
Haywood	19,608	19,797	
Henderson	23,245	25,522	
Lauderdale	24,103	27,101	
Madison	83,715	91,837	
McNairy	23,410	24,653	
Tipton	43,423	51,271	
TOTAL	317,532	349,941	
Region as % of total state pop			7%
SHELBY COUNTY	865,058	897,472	
Region as % of total state pop			16%
MID CUMBERLAND			
Cheatham	32,248	35,912	
Dickson	38,740	43,156	
Houston	7,579	8,088	
Humphreys	16,532	17,929	
Macon	16,927	20,386	
Montgomery	123,811	134,768	
Robertson	47,955	54,433	
Rutherford	148,041	182,023	
Smith	15,356	17,712	
Stewart	10,586	12,370	

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Sumner	116,845	130,449	
Trousdale	6,449	7,259	
Williamson	102,061	126,638	
Wilson	77,150	88,809	
TOTAL	760,280	879,932	
Region as % of total state pop			15%
DAVIDSON COUNTY	530,796	569,891	
Region as % of total state pop			10%
SOUTH CENTRAL			
Bedford	33,126	37,586	
Giles	28,168	29,447	
Hickman	19,068	22,295	
Lawrence	38,292	39,926	
Lewis	10,292	11,367	
Lincoln	28,785	31,340	
Marshall	24,900	26,767	
Maury	65,207	69,498	
Moore	5,189	5,740	
Perry	7,055	7,631	
Wayne	16,032	16,842	
TOTAL	276,114	298,439	
Region as % of total state pop			5%
UPPER CUMBERLAND			
Cannon	11,399	12,826	
Clay	7,230	7,976	
Cumberland	40,445	46,802	
DeKalb	15,290	17,423	
Fentress	15,565	16,625	
Jackson	9,326	10,984	
Overton	18,309	20,118	
Pickett	4,583	4,945	
Putnam	57,319	62,315	
Van Buren	5,095	5,508	
Warren	35,225	38,276	
White	21,304	23,102	
TOTAL	241,090	266,900	
Region as % of total state pop			5%
SOUTH EAST			
Bledsoe	10,173	12,367	
Bradley	78,830	87,965	
Coffee	43,696	48,014	
Franklin	36,442	39,270	
Grundy	13,695	14,332	
Marion	26,469	27,776	

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McMinn	45,001	49,015	
Meigs	9,198	11,086	
Polk	14,263	16,050	
Rhea	26,833	28,400	
Sequatchie	9,648	11,370	
TOTAL	314,248	345,645	
Region as % of total state pop			6%
HAMILTON COUNTY	293,771	307,896	
Region as % of total state pop			5%
EAST TENNESSEE			
Anderson	71,663	71,330	
Blount	97,014	105,823	
Campbell	37,033	39,854	
Claiborne	28,542	29,862	
Cocke	31,110	33,565	
Grainger	18,667	20,659	
Hamblen	52,763	58,128	
Jefferson	38,838	44,294	
Loudon	35,927	39,086	
Monroe	32,867	38,961	
Morgan	18,280	19,757	
Roane	48,607	51,910	
Scott	19,550	21,127	
Sevier	59,542	71,170	
Union	15,147	17,808	
TOTAL	605,550	663,334	
Region as % of total state pop			12%
KNOX COUNTY	361,407	382,032	
Region as % of total state pop			7%
NORTH EAST			
Carter	52,791	56,742	0.01
Greene	58,095	62,909	0.01
Hancock	6,844	6,786	0.001
Hawkins	47,724	53,563	0.009
Johnson	16,341	17,499	0.003
Sullivan	148,783	153,048	0.03
Unicoi	16,819	17,667	0.003
Washington	98,477	107,198	0.02
TOTAL	445,874	475,412	0.086
Region as % of total state pop			8%
TENNESSEE TOTAL POP.	5,256,051	5,689,283	100.00%

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Attachment 6 (con't) Tennessee Population by Race and Hispanic or Latino Origin: 1990 to 2000 Source: U.S. Census Bureau	1990 Census		Census 2000		Difference between 1990 and 2000			
					Using race alone for Census 2000		Using race alone or in combination for Census 2000	
Subject	Number	Percent of total population	Race alone (1)	Race alone or in combination (2)	Numerical difference (2000 minus 1990)	Percent difference (based on 1990)	Numerical difference (2000 minus 1990)	Percent difference (based on 1990)
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
RACE								
Total Population (3).....	4,877,185	100.0	5,689,283	5,689,283	812,098	16.7	812,098	16.7
White.....	4,048,068	83.0	4,563,310	4,617,553	515,242	12.7	569,485	14.1
Black or African American.....	778,035	16.0	932,809	953,349	154,774	19.9	175,314	22.5
American Indian and Alaska Native...	10,039	0.2	15,152	39,188	5,113	50.9	29,149	290.4
Asian.....	30,944	0.6	56,662	68,918	25,718	83.1	37,974	122.7
Native Hawaiian and Other Pacific Islander	895	-	2,205	4,587	1,310	146.4	3,692	412.5
Some other Race.....	9,204	0.2	56,036	72,929	46,832	508.8	63,725	692.4
HISPANIC OR LATINO AND RACE								
Total Population (3).....	4,877,185	100.0	5,689,283	5,689,283	812,098	16.7	812,098	16.7
Hispanic or Latino (of any race) (3)..	32,741	0.7	123,838	123,838	91,097	278.2	91,097	278.2
Not Hispanic or Latino(3).....	4,844,444	99.3	5,565,445	5,565,445	721,001	14.9	721,001	14.9
White.....	4,027,631	82.6	4,505,930	4,553,588	478,299	11.9	525,957	13.1
Black or African American.....	774,925	15.9	928,204	947,161	153,279	19.8	172,236	22.2
American Indian and Alaska Native.....		0.2	13,820	36,580	4,135	42.7	26,895	277.7
Asian.....	9,685	0.6	56,077	67,511	25,949	86.1	37,383	124.1
Native Hawaiian and Other Pacific Islander.....	30,128	-	1,810	3,810	1,000	123.5	3,000	370.4
Some Other Race.....	810	-	4,780	15,183	3,515	277.9	13,918	1,100.2
	1265							

- Represents zero or rounds to 0.0.

- (1) One of the following six races: (1) White, (2) Black or African American, (3) American Indian and Alaska Native, (4) Asian, (5) Native Hawaiian and Other Pacific Islander, (6) Some other race.
- (2) Alone or in combination with one or more of the other five races listed. Numbers for the six race groups may add to more than the total population and the six percentages may add to more than 1 percent because individuals may indicate more than one race. For example, a person indicating "American Indian and Alaska Native and Asian and Native Hawaiian and Other Pacific Islander" is included with American Indian and Alaska Native, with Asian, and with Native Hawaiian and Other Pacific Islander.
- (3) The differences between 1990 and 2000 for the total population, the Hispanic or Latino population, and the Not Hispanic or Latino population are not affected by whether data on race are for race alone or for race alone or in combination. The Hispanic or Latino population may be of any race.

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The difference in population for a race between 1990 and 2000 using race alone in 2000 (column 5) and the difference in population between 1990 and 2000 using race alone or in combination in 2000 (column 7) provide a “minimum-maximum” range for the change in population of that race between 1990 and 2000. NOTE: Data not adjusted based on the Accuracy and Coverage Evaluation. For information on confidentiality protection, sampling error, non-sampling error, and definitions, see <http://factfinder.census.gov/home/en/datanotes/expplu.html>.

Attachment 7: Tennessee Domestic Violence Victims by County (2001)

County	Murder & Assault	Intimidation & Stalking	Sexual Offenses	Kidnapping & Abduction	Total DV Victims
Anderson	360	33	5	3	401
Bedford	342	162	6	1	511
Benton	93	2	3	0	196
Bledsoe	23	10	1	2	70
Blount	1059	45	39	3	2289
Bradley	895	151	26	6	2150
Campbell	294	51	4	3	701
Cannon	86	9	1	1	193
Carroll	161	13	2	0	352
Carter	315	89	6	1	821
Cheatham	114	12	2	1	257
Chester	40	1	0	4	86
Claiborne	118	42	2	1	325
Clay	27	1	0	0	56
Cocke	56	5	1	1	125
Coffee	251	6	1	3	519
Crockett	77	10	3	1	181
Cumberland	202	3	2	3	417
Davidson	10158	2372	212	88	25542
Decatur	50	2	0	1	105
DeKalb	64	3	1	1	136
Dickson	588	93	21	4	1408
Dyer	179	11	3	0	386
Fayette	121	5	1	0	254
Fentess	86	5	2	0	186
Franklin	343	42	2	3	777
Gibson	289	27	15	2	664
Giles	174	6	6	0	372
Grainger	133	7	2	0	284
Greene	343	18	9	2	742
Grundy	50	8	0	5	121
Hamblen	556	66	12	2	1270
Hamilton	3355	784	86	37	8487
Hancock	6	0	1	0	14
Hardeman	236	19	2	1	515
Hardin	106	7	3	0	232
Hawkins	187	11	1	0	398
Haywood	318	14	4	3	675
Henderson	114	16	6	0	272
Henry	215	10	10	1	471
Hickman	127	19	2	3	299
Houston	46	8	2	0	112
Humphreys	81	4	3	1	177
Jackson	18	1	0	0	38
Jefferson	302	33	9	0	688

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Johnson	93	4	1	1	197
Knox	2231	649	109	8	5986
Lake	19	0	0	0	38
Lauderdale	333	43	3	3	761
Lawrence	465	19	8	1	985
Lewis	52	2	0	0	108
Lincoln	218	26	5	0	498
Loudon	304	66	5	1	751
Macon	73	3	2	0	156
Madison	854	154	24	18	2082
Marion	188	29	1	3	439
Marshall	271	57	10	0	676
Maury	929	227	23	2	2360
McMinn	462	115	11	7	1183
McNairy	56	3	1	0	118
Meigs	14	1	0	0	30
Monroe	406	172	19	1	1195
Montgomery	1211	62	26	6	2604
Moore	15	0	0	30	0
Morgan	42	0	0	0	84
Obion	320	24	5	5	703
Overton	73	5	2	3	163
Perry	18	4	1	0	46
Pickett	7	0	0	0	14
Polk	19	2	0	0	42
Putnam	342	40	3	1	771
Rhea	211	51	1	1	527
Roane	314	102	2	4	840
Robertson	700	242	18	1	1921
Rutherford	1830	110	39	12	3970
Scott	90	16	4	3	223
Sequatchie	57	7	0	4	132
Sevier	388	86	8	1	965
Shelby	11905	820	187	131	25955
Smith	112	6	2	0	240
Stewart	38	5	2	0	90
Sullivan	1440	205	54	26	3424
Sumner	1330	121	43	7	2995
Tipton	453	66	11	0	1060
Trousdale	35	1	3	0	78
Unicoi	111	26	4	0	282
Union	90	4	0	0	188
Van Buren	15	0	0	0	30
Warren	196	25	5	4	456
Washington	1146	326	11	11	2977
Wayne	39	4	0	1	87
Weakley	163	17	5	1	371
White	153	28	1	0	364
Williamson	381	58	21	6	926

Wilson	565	91	15	2	1344
State Totals	106,391	16,537	2,423	953	251,113

SOURCE: *Crime in Tennessee 2001*. Tennessee Incident-Based Reporting System, Crime Reports. Tennessee Bureau of Investigation, Crime Statistics Unit. Publication Authorization # 348093, 07/17/02.

The Tennessee Incident Based Reporting System

In 1996, law enforcement agencies began reporting crime statistics to the Tennessee Bureau of Investigation (TBI) using the Tennessee Incident-Based Reporting System (TIBRS). The system was implemented to collect crime statistics for the State of Tennessee as mandated T.C.A. 38-10-101 et seq. Prior to 1996, Tennessee had not had a statewide uniform crime-reporting program since 1979.

The TIBRS system, developed by TBI, was based on the FBI's National Incident Based Reporting System (NIBRS) format. TIBRS was one of the first state systems to be certified by NIBRS to ensure that data can be compared from state to state. Agencies that report to TIBRS are submitting domestic violence information with their monthly crime statistics provided to the TBI. As of June 2002, all 421 law enforcement agencies were reporting crime statistics to the Tennessee Incident-Based Reporting System. The data in this Plan are from the first *Crime in Tennessee*, published in July 2002 using 2001 data.

Attachment 8: Summary of Other Needs (Internet Resource Search)

OCJP monitors domestic violence trends and victims' services needs by reviewing more than 30 websites on an ongoing basis. We found the following information helpful for anticipating alternatives when new priorities surface or new resources appear:

www.ojp.usdoj.gov/vawa - U.S. Department of Justice, Office of Violence Against Women. The website highlights model programs and promising practices in the field. Funding opportunities in 2003: encourage and/or enhance arrest policies and enforcement of Orders of Protection; provide safe havens or supervised visitation; serve Indian women; and *address rural domestic violence and child victimization enforcement*. Model programs include non-profit victim advocacy, coordinated community responses, and law enforcement and court programs. Collaboration ideas: build "communities of conscience", arming whole communities and not just victims with the skills needed to intervene in domestic violence. Some model programs offer transitional housing and other economic empowerment opportunities. *One program operates out of a 28-foot mobile unit to make basic health care and educational services accessible to rural populations*. High marks: Coordination and collaboration to address victims, offenders, and communities' needs, and to *promote systems changes by defining best practice protocols*. One Tennessee program was praised for surveillance of stalkers (Nashville Police Department).

www.pcadv.org - The Pennsylvania Coalition Against Domestic Violence offers information about the collaborative effort of the Coalition and the state's Department of Aging in a training project to enhance safety and access to services for older victims of domestic violence. Domestic violence in later life was highlighted on the Center for Prevention of Sexual and Domestic Violence, www.cpsdv.org.

www.endabuse.org - The Family Violence Prevention Fund offers a wide range of information on violence issues. A workplace education component offers information to employers, employees, and unions to foster a supportive environment, benefits and improved security measures. A health initiative offers training to health care providers to recognize signs of domestic violence and offer intervention strategies. Other ideas: using community health clinics for education on domestic violence and prevention programs, screening and intervention, and building a network of health care advocates to promote the importance of domestic violence prevention strategies

within the health care setting among policy markers. Further, this website offers an evaluation of each state's activity in passing laws to improve the health care response to domestic violence. *Tennessee was rated a "D" both in 2000 and 2001; the low scores were based upon the state's failure to require mandatory reporting by health officials, insurance discrimination laws that failed to cover all types of insurance, and the absence of laws creating domestic violence training and screening protocols.* The justice component offers training for law enforcement personnel and a bench guide for judges.

www.womenslaw.org - Women's Law Initiative provides legal information to women living with or escaping domestic violence. Two unique topics on the website were information for teens on dating violence and to women whose batterers are in the military, among other things. The site also offers national news stories about domestic violence issues.

www.nga.org - The National Governor's Association website has a link to the Health and Human Services website that highlights the President's new \$30 million dollar faith-based initiative. The emphasis of this faith-based initiative is "to help level the playing field for religious and other organizations seeking to use HHS funds to help those in need." In December HHS also published proposed regulations clarifying the rights and responsibilities of religious organizations if they become HHS grantees.

www.hrw.org - Human Rights Watch Organization addresses the trafficking of women and children. The website offers insight into the abuse of immigrant women in the US on visa status. Another topic of note on this website is same-sex domestic abuse.

pmrc.org - The Performance Management Research Center confirms that OCJP is on the cutting edge in *requiring outcome data from sub-recipients, but also providing them with core outcome indicators and assessment tools.* "Trends in the nonprofit sector are demanding that organizations seeking donor and public support provide evidence of their ability to achieve their mission and performance targets. More and more foundations, government-funded programs and private donors are requiring applicants to demonstrate their performance history. With today's technological resources available, the increase in competition for funds, and the emphasis on outcome-based management, performance measurement assessments will soon be as common- place as annual financial audits."

www.ncvc.org - National Center for Victims of Crime highlights *the need to expand services to the Hispanic community, which accounted for 11% of victims of crime in 2000. The website noted that the National Center's Helpline, 1 - 800- FYI - CALL now serves callers in Spanish and 180 other languages with the aid of the Language Line Services Translator.*

www.disastercenter.com - This website offers crime statistics and rates for Tennessee and all other states from 1960 - 2000, based on the FBI's Uniform Reporting Codes. Based on 2000 statistics, the population of Tennessee was 5,689,283 (16th among all states). *The crime rates for year 2000 indicated Tennessee ranked 10th among states overall, 5th among states for the occurrence of violent crimes, 13th among all states for crimes against property, 7th among all states for the occurrence of murder, 15th among all states for occurrence of forced rapes, and 4th among all states for aggravated assaults.*

www.nsvrc.org - National Sexual Violence Resource Center emphasizes educating the public and media about sexual abuse. Children will remain in jeopardy as long as there is no increase in the understanding of sexual abuse. The recent and future schedule of training events (Nov 2002 - May 2003) also focuses on prosecuting adult sexual and rape cases (Knoxville, TN - Nov 2002), trafficking of women and children, elder abuse, the importance of the health provider in responding to family violence and injury, *the changing role of law enforcement in ending violence against women, legal advocate sexual assault training, collaboration to prevent violence, and research to practice and research to policy workshops.*

www.tcadsv.org - Tennessee Coalition Against Domestic Violence and Sexual Violence outlines services provided by the Coalition, including its project to *address rural domestic violence services and improved legal representation*, and the cell phone project with Bell South Mobility. The site also offers state legislative updates. The Coalition also offers training on the challenges of domestic violence and mental health concerns in November 2002, according to the National Sexual Violence Resource Center.

www.fvsai.org - Family Violence and Sexual Assault Initiative. The focus of the September 2002 International Conference was the collaboration of all disciplines in order to move the field closer to ending abuse on a global level.

www.dvinstitute.org - Institute on Domestic Violence in the African American Community. The May 2002 forum highlights such issues as fatherhood as the missing link in black families' lives. The forum also reported on the need for education by and within the black community. Another focus was the intersection of the black community and domestic violence: the structural impact of the frustration caused by black racial oppression and black male gender oppressions, when combined with economic underdevelopment; the cultural impact of isolation of women in violent environments; and the situational impact of drug abuse, specifically crack cocaine, and its contribution to violence and social isolation.

www.fatherhood.org - National Fatherhood Initiative offers a variety of training on involving fathers in the lives of their children, defines best practices in programs, and *the need to manage programs by outcomes to ensure success and continuation of services*.

www.cdc.gov/ncipc - Centers for Disease Control, National Center for Injury Prevention and Control *supports public awareness activities to increase societal recognition that family and intimate violence is unacceptable and that all individuals can take steps to prevent it*. The CDC supports professional training and education to identify, treat, and refer victims of family and intimate violence through collaboration with private/public partnerships, coalitions, federal agencies, and private organizations; and support within state and local health departments. The CDC offers technical assistance to state health departments and sexual assault coalitions to help them more effectively use funds received through the Violence Against Women Act, funds projects to prevent intimate partner violence and sexual violence among various racial and ethnic populations, and is working to *improve and standardize data collected on violence against women*. Without these standards, researchers have used varying terms to describe acts of violence against women. These inconsistencies have contributed to confusion and a lack of consensus about the magnitude of the problem. Consistent data allows researchers to better gauge the scope of the problem, to identify high-risk groups, and to monitor the effects of prevention programs.

Attachment 9: OCJP Grant-Making Strategy

The Tennessee Office of Criminal Justice Programs (OCJP) will implement the following seven key assumptions during the upcoming grant award cycle. These assumptions are predicated on the Office's goals of enhancing accountability for service quality and victim outcomes.

1. All awards will be for continuation grants. No new money is available for new projects. Grants that demonstrate poor performance and fail to respond to technical assistance from OCJP may be eliminated. New providers will be sought to replace these sub-recipients, especially in under-served geographic areas.
2. No continuation grant will exceed amounts spent in previous awards. Under-spent awards from last year will be used to offset state budget reductions while maintaining existing services as close as possible to current levels.
3. Continuation grants will be for a three-year period, with the exception of those sub-recipients whose performance reviews have indicated the need for exceptional technical assistance from OCJP. These awards will be for one-year periods, renewable upon demonstration of project performance improvements.
4. All grants will carry at least a part of the burden for this year's budget reductions. The actual reductions will change as the total amount of Tennessee's STOP award becomes clear.
5. Agencies with histories of quality performance and demonstrable victim outcomes will not carry an equal burden of budget reductions than those with grant review exceptions or histories of performance problems.
6. OCJP conducts performance measurement reviews on all STOP grants. Seven projects scored below 60%. Thirteen (13) projects scored between 70% and 60%. Fully 27 projects were in the 70-80% category. Thirty-eight (38) projects scored between 80 and 90%. The top seven projects scored from 90.2 to 93.8%.
7. The performance measurement reviews will not dictate OCJP's allocation decisions, but will inform OCJP's decisions. Other considerations we will factor into allocation decision will include the overall size of a project's budget and operation, whether it has other known sources of revenue,

its geographic location (under-served populations), and the effects a cut might have on the continued viability the project to operate.

Attachment 10. 2002/2003 STOP Violence Against Women Grant Programs

LAW ENFORCEMENT			
Cocke County Sheriff's Department	Specialized Law Enforcement Officer	\$56,317.00	Northeast
Etowah Public Safety Department	Specialized Law Enforcement Officer	\$21,836.00	Southeast
Johnson City Bureau of Police	Elderly/DV Investigator	\$37,479.00	Northeast
LaVergne Police Department	Specialized Law Enforcement Officer	\$33,240.00	Mid Cumberland
Metropolitan Nashville Police Department	Domestic Violence Counseling	\$45,370.00	Davidson County
Montgomery County Sheriff's Department	Specialized Law Enforcement Officer	\$53,701.00	Mid Cumberland
Sumner County Sheriff's Department	Specialized Law Enforcement Officer	\$36,694.00	Mid Cumberland
TOTAL		\$284,637.00	
PROSECUTION			
Tennessee District Attorneys General Conference	Specialized Prosecutors	\$196,031.00	Statewide
Tennessee District Attorneys General Conference	Specialized Prosecutors	\$521,550.00	Statewide
TOTAL		\$717,581.00	
VICTIM SERVICES			
Battered Women, Inc.	Crisis Intervention and Support Services	\$37,511.00	Upper Cumberland
CEASE, Inc.	DV Shelter Services	\$20,730.00	East Tennessee
Domestic Violence Intervention Center	Victim Support Services	\$3,042.00	Davidson County
Domestic Violence Program, Inc.	Court Advocacy for DV and Sexual Assault Victims	\$26,298.00	Mid Cumberland
Family Crisis Center		\$26,000.00	Knox County
Family Resource Agency, Inc.	Court Advocacy Services	\$19,361.00	Southeast
Fayette Cares, Inc.	Court Advocacy and Crisis Intervention	\$35,369.00	Southwest
Genesis House, Inc.	Rape/Sexual Assault Response Center	\$69,718.00	Upper Cumberland
Hannah's House	Court Advocacy Services	\$10,065.00	South Central
Haven House, Inc.	Shelter and Outreach	\$20,892.00	East Tennessee
Haven of Hope	Court Advocacy Services	\$54,967.00	Southeast
Maury County Center Against Domestic Violence	Victim Support Services	\$19,908.00	South Central
Johnson County Safe Haven, Inc.	Court Advocate	\$14,720.00	Northeast
Legal Aid Society of Middle Tennessee	Civil Legal Assistance/Advocacy	\$29,076.00	Davidson County

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Legal Services of South Central Tennessee, Inc.	Civil Legal Assistance/Advocacy	\$60,358.00	South Central
Legal Services of Upper East Tennessee, Inc.	Civil Legal Assistance/Advocacy	\$19,747.00	Northeast
Memphis Sexual Assault Resource Center	Sexual Assault Response	\$29,168.00	Shelby County
Rape and Sexual Abuse Center	Sexual Assault Support Services	\$20,511.00	Mid Cumberland
Regional Education & Community Health Services, Inc.	Victim Advocacy Services	\$102,100.00	East Tennessee
SafeSpace	Court Advocacy Services	\$29,000.00	East Tennessee
Scott County Women's Shelter	Shelter Services	\$50,000.00	East Tennessee
Sexual Assault Crisis Center	Sexual Assault Crisis Center Rural Outreach Project	\$76,115.00	East Tennessee
Shelby County Government Victims Assistance Center	DV and SA Victims who are in A&D residential treatment	\$29,846.00	Shelby County
Shelby County Government Victims Assistance Center	Court Advocacy	\$48,278.00	Shelby County
Southeast Tennessee Legal Services	Civil Legal Assistance/Advocacy	\$46,966.00	Southeast
Tennessee Administrative Office of the Courts	Training and Update Benchbook for Judges	\$15,000.00	Statewide
Tennessee Coalition Against Domestic and Sexual Violence	Women's Resource Center	\$136,978.00	Statewide
The H.O.P.E. Center, Inc.	Court Advocacy, Sexual Assault Program	\$18,053.00	Southeast
The Shelter, Inc.	Shelter Services	\$50,000.00	South Central
Urban Ministries Safehouse	Shelter Services	\$7,000.00	Mid Cumberland
West Tennessee Legal Services, Inc.	Civil Legal Assistance/Advocacy	\$55,614.00	Southwest
Women's Resource & Rape Assistance Program	Court Advocacy	\$49,174.00	Southwest
YWCA of Greater Memphis	Court Advocacy	\$37,172.00	Shelby County
YWCA of Nashville & Middle Tennessee	Shelter Services	\$76,560.00	Davidson County
TOTAL		\$1,345,297.00	

COURT			
Circuit Court Division III	Domestic Violence Court	\$50,618.00	Mid Cumberland
TOTAL	Civil and Criminal Response to Domestic Violence	\$50,618.00	

Attachment 11: 2000-2003 Tennessee Victim Services Programs

**(Funded by STOP, VOCA, Family Violence and/or the Victim Witness
Portion of BYRNE)**

REGION	Funding Source	Number of Programs Funded		Funding Amount
<u>North East</u> \$685,077	STOP Violence Against Women	4		\$130,605
	VOCA		14	
	Family Violence	5		\$257,393
	Byrne		0	\$0
*TOTAL Victim Service Programs		23		\$1,073,075
**The Region represents 8% of the state population and receives 8 % of OCJP Domestic/Family Violence dollars				
<u>East Tennessee</u> \$582,400	STOP Violence Against Women	10		\$527,953
	VOCA		13	
	Family Violence	10		\$469,851
	Byrne	0		\$0
*TOTAL Victim Service Programs		33		\$1,580,204
**The Region represents 12% of the state population and receives 11 % of OCJP Domestic/Family Violence dollars				

<u>Knox County</u>	STOP Violence Against Women	1		\$26,000
	VOCA		7	
\$648,660				
	Family Violence	1		\$62,004
	Byrne	0		\$0
*TOTAL Victim Service Programs		9		\$736,664
**The Region represents 7% of the state population and receives 5 % of OCJP Domestic/Family Violence dollars				
<u>Upper-Cumberland</u>	STOP Violence Against Women	2		\$107,229
	VOCA		4	
\$329,766				
	Family Violence	5		\$185,275
	Byrne		0	\$0
*TOTAL Victim Service Programs		11		\$622,270
**The Region represents 5% of the state population and receives 5 % of OCJP Domestic/Family Violence dollars				
<u>South East</u>	STOP Violence Against Women	5		\$162,794
	VOCA		4	
\$267,930				
	Family Violence	2		\$109,102

	Byrne	0	\$0
<hr/>			
*TOTAL Victim Service Programs		11	\$539,826
**The Region represents 5% of the state population and receives 4 % of OCJP Domestic/Family Violence dollars			
<u>Hamilton Co.</u>	STOP Violence Against Women	1	\$37,197
	VOCA	2	
\$377,789	Family Violence	1	\$72,695
	Byrne	0	\$0
<hr/>			
*TOTAL Victim Service Programs		4	\$487,681
**The Region represents 5% of the state population and receives 4 % of OCJP Domestic/Family Violence dollars			
<u>Mid-Cumberland</u>	STOP Violence Against Women	11	\$434,974
	VOCA	12	
\$756,281	Family Violence	8	\$277,045
	Byrne	0	\$0
<hr/>			
*TOTAL Victim Service Programs		31	\$1,468,300
**The Region represents 15% of the state population and receives 10 % of OCJP Domestic/Family Violence dollars			

<u>South Central</u>	STOP Violence Against Women	4		\$115,331
	VOCA		9	
\$450,359	Family Violence	8		\$285,278
	Byrne	0		\$0
*TOTAL Victim Service Programs		21		\$850,968

****The Region represents 5% of the state population and receives 6 % of OCJP
Domestic/Family Violence dollars**

<u>Davidson Co.</u>	STOP Violence Against Women	4		\$151,392
	VOCA		20	
\$1,422,877	Family Violence	3		\$222,660
	Byrne	0		\$0
*TOTAL Victim Service Programs		27		\$1,796,929

****The Region represents 10% of the state population and receives 13 % of OCJP
Domestic/Family Violence dollars**

<u>North West</u>	STOP Violence Against Women	1		\$61,105
	VOCA		3	
\$189,462	Family Violence	1		\$133,376

	Byrne	0	\$0
<hr/>			
*TOTAL Victim Service Programs		5	\$383,943
**The Region represents 4% of the state population and receives 3 % of OCJP Domestic/Family Violence dollars			
<u>South West</u>	STOP Violence Against Women	4	
\$202,376			
	VOCA	6	
\$532,084			
	Family Violence	3	\$234,873
	Byrne	0	\$0
<hr/>			
*Total Victim Service Programs		13	\$969,333
**The Region represents 7% of the state population and receives 7 % of OCJP Domestic/Family Violence dollars			
<u>Shelby Co.</u>	STOP Violence Against Women	4	\$144,464
	VOCA	15	
\$1,082,987			
	Family Violence	1	\$102,943
	Byrne	0	\$0
<hr/>			
*TOTAL Victim Service Programs		20	\$1,330,394
**The Region represents 16% of the state population and receives 10 % of OCJP Domestic/Family Violence dollars			

<u>Statewide Programs</u>	*Stop Violence Against Women*	3	\$766,628
	VOCA	2	
\$183,878	Family Violence		2
\$78,500	*Byrne		1
\$750,450			
<hr/>			
*TOTAL Victim Service Programs		8	\$1,779,456
**These programs receives 13 % of OCJP Domestic/Family Violence dollars			

***Statewide contracts have benefits in all regions. Two of these statewide contracts fund prosecutors, investigators and/or victim –witness coordinators in 23 judicial districts**

STOP	54 Programs	\$2,868,048
VOCA	111 Programs	\$7,509,550
Family Violence	50 Programs	\$2,490,995
Byrne (DV/VW)	1 Programs	<u>\$750,450</u>
		\$13,619,043

Attachment 12: OCJP's Solicitation and Contracting Process

When available funding is announced, potential grant sub-recipients are required to complete an application to OCJP. The application must analyze local victims' problems and anticipate the scope of the demand for services – in order to address national, state and local grant priorities, including such issues as geographical location and special populations. Applications must link a project's purpose, goals and design assumptions to the community's need for services. Tying the project's design to victims' needs clarifies the intended victim outcomes the state may expect to derive from the use of the funds. Applications are judged on the soundness of the project's design, the credibility of its staffing, its innovativeness and collaboration in the community, and clarity and measurability of its performance criteria. Teams of reviewers from state and local agencies with expertise in project design review the applications, which are organized under the following headings:

Project Narrative: **This section is required for all STOP subrecipients.**

Please present a "logic model" of the project for which you are seeking funding. A logic model is a logical description of how your project theoretically works to benefit the target group. The narrative description of your project should tie purpose, inputs, activities, outputs and outcomes together in a logical fashion. For projects requesting multi-year funding, this description should detail how the project goals, activities, outputs and outcomes are expected to progress over the contract period.

The narrative should not exceed ten pages single-spaced and must include the following sections.

I. PROBLEMS FOR INTERVENTION AND NEEDS TO BE AMELIORATED-10%

- *Problem Description Situation* - This section should describe the problem exactly as it exists in your community including specific and compelling public/victim needs to be met. Define the nature and magnitude of the problem to be solved by the proposed funding. You should answer the following questions:
- Who is the population with whom the project is concerned? Give an update on the incidence, scope or dimensions of the problem in your community.
-

II. PURPOSE-15%

- *Purpose of Program* - This section should include the needs of the client to be met and the goals of the project.

A. **Needs** - What is the problem or need that the project will focus on? e.g., need for immediate and effective law enforcement intervention.

- What is it that can be changed for the better over the period of the grant? Is the need of reasonable dimensions?
- If this is a continuation application (you received funding for the project last year), describe specifically, what results or outcomes for victims can you document with your project's performance data.
- Will the needs of the project change or be modified over the period of the grant?

B. **Goals** The goals are the general statement of long-range benefits to the client that you are seeking to accomplish. e.g., Victims will be knowledgeable of available services.

The purpose statement should provide a direct link to the problem statement

III. INPUTS-10%

- *Information You Depend On/Others You Rely On For Your Success* - This section should describe the factors your project requires to conduct its activities and to achieve its goals and objectives e.g., prosecutors need a good law enforcement investigation and evidence to be able to prosecute an offender effectively.
- *Staffing* - Describe the proposed staffing **of your project**. If not full-time positions supported by the grant, provide percentage of staff time allotted for each individual to this project. Provide job descriptions, credentials; including special degrees or experience which are necessary to perform the activities of the project. **Do not** write your staffing requirements around a specific person by name, rather the required staffing requirements needed to adequately perform the job.
- *Budget* - Refer to the Budget Section- SEE QUESTION #16

IV. ACTIVITIES-15%

- *Interventions - Methods - Means - Processes* -Activities are what a project does with the inputs to fulfill its mission. Activities include the strategies, techniques, and types of treatment that comprise a project's service and methodology. This section should describe the planned activities/services, major interventions or program elements designed to accomplish the goals of the project. You should describe the activities to be employed by the project to achieve the desired results. For projects requesting multi-year funding, describe and delineate how activities may change over the period of the grant The activities should clearly relate back to the goals specified in the purpose statement.
- *Collaboration Activities* - Collaboration is defined as a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve results they are more likely to achieve together than alone.

Describe how your community specifically collaborates to improve the response to violence against women/victims of crime. Explain the nature of your relationships and what results your relationships exist to achieve. Include the name, address, and phone number of those agencies you are working with and the name of contact persons for those agencies.

V. INTENDED OUTPUTS-10%

- *Outputs* - This section should describe the outputs or internal measures of the amount of work done within the project. Outputs are the direct products of program activities and usually are measured in terms of the volume of work accomplished. Outputs refer to the completion of tasks you are required to accomplish over the course of the project. e.g., number of classes taught, number of people trained, number of people served. There should be a direct connection between outputs and the goals and needs as defined as well as the project activities.

VI. INTENDED OUTCOMES-20%

- *Outcomes* – OCJP has established at a minimum required core outcome indicators for each project type. However, additional outcomes may be needed to measure the impact of your project based on its specific design. Outcomes are benefits resulting for the participants from the program activities. Outcomes should describe some change in the participant's condition, knowledge, behavior, etc. The key is to show the impact the services provided are having on the purposes (needs & goals) of the grant. Outcomes establish the benefits of the funding in measurable terms. They describe the results of the services being provided. For projects requesting multi-year funding, describe how outcomes may be expected to change over the period of the grant

There should be a direct connection between the Purpose and Outcome sections. There should also be a relationship between outcomes and outputs and a demonstrated understanding of the difference between the two.

VII DATA COLLECTION PROCEDURE-20%

Describe the data collection procedures you will undertake to collect and report the outputs and outcomes of the planned services or interventions. e.g. stakeholder questionnaires, client satisfaction surveys, exit

interviews etc. Please attach a copy of the survey or other tools you will use to collect data.

Describe the internal system you will implement or have implemented to collect and manage your projects output and outcome data. How do you collect the data, who do you collect it from, where and when do you collect it, and what do you plan to do with it once it is collected? If different tools are used to collect data from different sources (i.e., client surveys, community surveys, telephone surveys, etc) include a detailed description of each. Include any information showing what you have learned about your program from this process and give an explanation of how you will use the data collected, if applicable at this time. If there are any discrepancies or missing pieces in your data or the collection process, explain in detail the problems and your agencies planned solution (i.e., having difficulty collecting data, numbers reported conflict between output and outcome data, etc.)

15. List the counties in which your agency has a physical presence at least two to four times a week.

16. Each agency will be asked to submit a new budget based on the reductions expected from the federal allocation for the new grant period. Submit your reduced agency budget and provide an explanation/rationale for the reductions made in your agency's new budget. Be specific about what is different from the previous grant's budget and why these particular cuts were made? Why is this the correct reduction decision for this agency?

VIII. PLANS FOR PROJECT PICK-UP WITH LOCAL/STATE FUNDS

All projects are required to plan for continuation of funding once the federal grant dollars cease. This section must provide information on plans for local or state assumption/retention of the project after federal funding has expired.

OCJP's outcome-focused application and performance-measurement model has resulted in better-defined service models and more realistic project planning. Improved project descriptions greatly assist OCJP's project managers, who use them to guide management reviews and to determine which are most effective in improving the conditions of the client populations served.

Although focusing on measurable outcomes was initially a challenge, sub-recipients quickly have realized the value for managing their programs for results. In turn, data on what works has helped OCJP prepare specific program designs and evaluation-oriented solicitations for future planning and award cycles.

Note: Tennessee will submit under separate cover the actual solicitation it uses for the STOP grant application process.

Attachment 13: History of Performance Management in Tennessee's STOP Program (MANAGING FOR OUTCOMES)

Fall 1998 through June 1999

Tennessee's Office of Criminal Justice Programs (OCJP) received from the VAWA Office an evaluation guidebook developed by the Urban Institute.¹ Tennessee has used a developmental approach, rather than an evaluation contract. The goal was to build evaluation expertise and Tennessee's capacity for managing client results through agency partnerships. Thirty agency participants participated in the initial evaluation effort. OCJP used Performance Vistas to conduct three one-day learn-by-doing sessions on performance monitoring and evaluation: after an orientation to "logic models" they began converting their program descriptions into the logic models. Site visits helped agencies identify data sources and develop data collection designs.

July 1999 through June 2000

We involved 60 more STOP and VOCA sub-recipients in logic model technical assistance. First-year participants supported the new agencies regionally. OCJP integrated its contract management functions with resource allocation responsibilities. In April we required applicants to describe their programs in "logic model" terms as a condition of the grants. The program designs addressed how the applicants would address client outcomes, setting the stage for outcome measures and data collection. The applications were much more focused and realistic, measurable and clear.

July 2000 through June 2001

TA provided understanding, but not a performance management system. So, in FY '00-'01 we:

- 1. Collected *existing* client outcome data and clarified or amended the designs ("logic models") of agencies already under contract.** Contract agencies reviewed their contracts, identified their outcomes, and summarized their outcomes. Performance Vistas analyzed the *Narrative Outcome Reports*. We found that most agencies set out intended client outcomes in their grants and noted those outcomes in their annual reports. Most used adequate data sources, but fewer than half the agencies provided data to describe their performance on their own outcomes. Most agencies showed that they understood performance measurement concepts after completing training, but few were actually using performance measurement to produce reportable outcome data. A few agencies made program clarifications; a few contracts were revised to reflect the intended outcomes of the grants. Clearly, the task for OCJP was to develop a set of "core" outcomes that could be *measured, reported and monitored*.
- 2. Developed a consensus for a set of "core" client outcomes that could serve as "minimum expectations" for future funding.** We selected a panel of advisory agencies based on the quality of their "logic model" designs. We used the sub-

¹ *Evaluation Guidebook for Projects Funded by S.T.O.P. Formula Grants under the Violence against Women Act*; M. R. Burt, A. V. Harrell, L. C. Newmark, L. Y. Aron, L. K. Jacobs and others. Urban Institute, Washington D. C. December 1997. This guidebook contains a "logic model" approach for states to use for evaluating their STOP-funded programs.

recipients themselves to develop minimum client outcome indicators that could drive the program designs of agencies funded by VOCA, STOP or Family Violence in Tennessee.¹ Through small- and large-group working sessions OCJP developed indicators of “core outcomes,” potential measures, and optional samples of data collection tools (e.g., for client self-report surveys). We distributed these materials, with sample client feedback questionnaires, in advance of the training for the new fiscal year.

July 2001 through June 2002

In July 2001, OCJP and PVI developed a self-paced curriculum, “Managing for Results,” with a guidebook and a workbook. These resources and the 10-page set of indicators and measures are on the Office’s website for free downloading in Adobe Acrobat Reader format.² We conducted regional training for all 120+ victim services grant sub-recipients in minimum requirements for outcome reporting.³ Each agency reported *some data of value* on each “core” indicator in January 2002. Many agencies used OCJP’s optional measures and instruments, but they were required only to report on core outcomes. Many used their *own* unique measures and data collection methods. All had to report data, not narrative explanations. We analyzed all 120+ semi-annual outcome reports, and developed outcome findings for agencies using OCJP’s measures and instruments. (PVI also analyzed the reports from agencies using their *own* measures and instruments, and suggested how each might improve their approaches.) Among the *major* findings of outcomes achieved:

- Those sub-recipient agencies that used the OCJP collection tool to collect their data had secured and reported better data than those that had not; and
- Those agencies that used their own approaches more often failed to report core outcomes; sacrificed the level of detail; and produced output, not outcome data.

Agency-specific approaches also made analyzing the outcome data difficult, and made benchmark comparisons virtually impossible. OCJP decided to provide more structure and simplify the required measures for the coming year. We used the same approach for the year-end outcome data as we required for the semi-annual reports.

July 2002 through June 2003

¹ OCJP also began developing an internet-based data collection approach to facilitate reporting, since few small agencies could afford the systems needed to run more sophisticated database applications. Because our measures were still too variable for automated reporting this year, we postponed the task for later.

² The victim services outcome indicators, measures, the training publications and sample client feedback survey formats may be found at: <http://www.state.tn.us/finance/rds/victimshomepage.htm>

³ During these training sessions we videotaped participants to measure what the participants *knew and could explain* about logic models and outcome evaluation. The video documented the results of the TA, but it has also become a powerful training tool in its own right.

OCJP revised and streamlined the “Core” outcome indicators for 2002-2003 (see Attachment 14). The revisions came out in July. The full set of tools is now available for downloading on the OCJP website. Each sub-recipient agency must report outcome information matching the revised indicators and measures. Agencies will also be encouraged to use an Access database program OCJP developed to report “core” client outcomes data via eMail or diskette – in order to expedite state-level data analysis. OCJP and PVI are partnering with the Tennessee’s program audits group (PAR) to make outcome data collection and reporting an audit point for all victim services contracts. We are revising the curriculum to fit the PAR reviews. PAR will be trained before the 2003 audits. We have also partnered with the Tennessee Coalition against Domestic and Sexual Violence, whose trainers will gradually become responsible for supporting their members’ program design and outcome evaluations. They have already co-facilitated one session. OCJP staff have also begun integrating outcome evaluation with future victim services award cycles. Future program implementation planning documents will show that resource allocation decisions are being made by OCJP in a rational manner, based on client outcomes data as well as program performance histories. Measures will soon exist that go beyond client self-reports of outcomes, to provide cross-validating outcome data.

Attachment 14: Performance Indicators & Measures for Victim Services

Core Outcome Indicators:	Required Outcome Measures:
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Core Outcome Indicators:	Required Outcome Measures:
<p>Victims experience increased safety. (CAP)</p> <p>Victims experience empowerment. (CAP)</p> <p>Victims recognize agency support of client. (CAP)</p> <p>Victims demonstrate increased control. (EDA)</p> <p>Victims show a decrease in the level of vulnerability or abuse-related symptoms. (EDA)</p>	<p>* “My family members feel safer because of our involvement with this agency.”</p> <p>* “The plans we made for our situation give me a greater sense of control over the situation.”</p> <p>* “My family is using skills we learned at this agency to cope with our situation.”</p> <p>* “The support my family received at this agency helped us to cope with our situation.”</p> <p>* “This program helped me (my family member) achieve the goals I (we) set out to accomplish.”</p> <p>* “I (my family member) feel(s) safer now because of the services received from this agency.”</p> <p>* “I (my family member) have (has) a better support system now, with people I (he/she) can trust.”</p> <p>* “I (my family member) am (is) better able to access the services needed for basic living (i.e., prescriptions, safe housing, sufficient nutrition, etc.).”</p> <p>* “Because of the services I (my family member) have (has) received, I can now make better choices for myself.”</p>

Key: LS = Legal Services Agencies
 CVS = Comprehensive Victim Services Programs
 VWA = Victim Witness and Advocacy Services Programs
 SAA = Sexual Assault Agencies

DVS = Domestic Violence Shelters

EDA = Programs serving Elders and Disabled Adults

LE = Law Enforcement Agencies

CAP = Child Advocacy Programs

Attachment 15: OCJP Victim Services Grant Outcome Data (Summary)

**OFFICE OF CRIMINAL JUSTICE PROGRAMS
VICTIM SERVICES
ANNUAL OUTCOME REPORTING ANALYSIS
July 1, 2001 – June 30, 2002**

EXECUTIVE SUMMARY**OVERVIEW**

During the 2001-2002 fiscal year, the Office of Criminal Justice Programs asked sub-recipients to report the status of the outcomes achieved in the various victim service programs being funded. OCJP provided sub-recipient agencies with a list of core outcomes and sample survey instruments with standardized measures that could be used to collect data and report on the core outcomes. However, it was not required that sub-recipient agencies use the standard measures or instruments. Of the one hundred eleven (111) sub-recipient agencies, eighty-eight (88) agencies adopted the core measures and used the suggested survey instruments. The other agencies elected to use their own designs, and consequently developed a range of measures that could not be summarized due to their “non-standard” nature. OCJP has stipulated that for fiscal year 2002-2003 outcome reports must address the core measures for each type of agency. OCJP expects that for the first time in January 2003, semi-annual outcome data will address all 111 projects’ data on a range of “core” indicators and measures. For this report, however, only the eighty-eight (88) sub-recipient agencies that used the standardized measures for the 2001-2002 fiscal year are included.

UTILIZATION OF SUGGESTED CORE INDICATORS

Type of Project	Number of Projects	Number of Respondents	Range of Respondents by Project		Favorability Rating	
			High	Low	High	Low
<i>Child Advocacy</i>	12	780	397	6	98%	96%
Domestic Violence Shelter	24	6,754	4,309	10	91%	76%
Comprehensive Victim Services	7	465	181	5	90%	86%
Elders & Disabled Adults	3	55	25	13	98%	85%
Victim Witness	28	2,726	1,261	2	93%	80%
Sexual Assault	6	382	154	10	93%	85%

Legal Services	6	173	112	0	97%	91%
LE-DV Units	2	54	43	11	89%	60%
Totals	88	11,389	---	---	---	---

In April 2002, Performance Vistas conducted an analysis of the semi-annual reports submitted by the victim service programs. At that time, 52 sub-recipients provided reports that were based on the use of the core outcomes and sample survey instruments. Compared to the semi-annual reporting cycle, there has been a huge increase in the number of projects that are now reporting using the suggested outcomes and survey instruments. There has also been a significant increase in the number of victims and other respondents (11,289) represented in this Annual Outcome Reporting Analysis compared to the number of respondents (5,173) who were represented in the semi-annual report analysis. It is fair to conclude that there has been a substantial rate of adoption of the performance measurement practices that the Office of Criminal Justice Programs has incorporated into its victim services program.

SUMMARY OF FINDINGS

During fiscal year 2001 – 2002, there was a fairly high favorability rating provided for each of the victim service project types funded by OCJP. The favorability ratings for the individual outcome indicators ranged from a high of 98% to a low of 60%. However, for most project types the lowest favorable rating for any one outcome indicator was no less than 80%. OCJP can be justifiably proud of the quality of the services its funds for victims of violence and their families.

Looking at the favorability ratings of the responses on the various suggested core outcomes by type of project, the following results have been reported on the annual reports by the sub-recipients:

Child Advocacy Projects: There were twelve (12) child advocacy projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 780 respondents. The favorable responses on the five (5) core outcomes ranged from a high of 98% to a low of 96%. At the high end of the favorability scale, 98% of the respondents being served in a child advocacy project reported that they received clear and helpful information and the services they received were helpful. At the low end of the favorability scale, 96% of the respondents reported their family members are safer because of their involvement at the center and that the plans they made for their specific situation gave them a greater sense of control. There was one core outcome for child advocacy projects -- victims' experiencing reduced

trauma as a result of services – that did not provide for a specific measure, scale or source to be used by the projects.

Domestic Violence Shelter Projects: There were twenty-four (24) domestic violence projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 6,754 respondents. The favorable responses on the seven (7) core outcomes ranged from a high of 91% to a low of 76%. At the high end of the favorability scale, 91% of the respondents reported having a better understanding of how to access legal options as a result of services. At the low end of the favorability scale, 76% of the respondents reported that were more aware of the resources offered in the community as a result of the services they received. There was one core outcome for domestic violence projects -- community awareness (or increased awareness) of domestic violence issues – that did not provide for a specific measure, scale or source to be used by the projects.

Comprehensive Victims Services Projects: There were seven (7) comprehensive victims services projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 465 respondents. The favorable responses on six (6) core outcomes for comprehensive victims services projects ranged from a high of 90% to a low of 86%. At the high end of the favorability scale, 90% of the respondents being served in a comprehensive victims services project reported the staff members at their center helped them to understand what they needed to know about the criminal justice system. At the low end of the favorability scale, 86% of the respondents reported they were able to identify a support system to help them address their concerns. There was one core outcome for comprehensive victims services projects -- community awareness of victimization, the criminal justice system, and available services – that did not provide for a specific measure, scale or source to be used by the projects.

Elders and Disabled Adult Projects: There were three (3) projects serving elder and disabled adults that adopted the core outcomes and used the suggested survey instrument, surveying a total of 55 respondents. The favorable responses on the nine (9) core outcomes for elder and disabled adult projects ranged from a high of 98% to a low of 85%. At the high end of the favorability scale, 98% of the respondents who were served in a project serving elders and disabled adults expressed satisfied with the services they received. At the low end of the favorability scale, 85% of the respondents reported that they were now more knowledgeable about victim services and the criminal justice system.

Victim Witness Projects: There were twenty-eight (28) victim witness projects that adopted the core outcomes and used the suggested survey in-

strument, surveying a total of 2,726 respondents. The favorable responses on the six (6) core outcomes for victim witness projects ranged from 93% to 80%. At the high end of the favorability scale, 93% of the respondents receiving victim witness services reported that they would not hesitate to call their victim witness coordinator again. At the low end of the favorability scale, 80% of the respondents reported that the information they were given about available resources and referrals was helpful. There was one core outcome for victim witness projects -- collaboration between the victim witness coordinator and other agencies and the criminal justice system -- that did not provide for a specific measure, scale or source to be used by the projects.

Sexual Assault Projects: There were six (6) sexual assault projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 382 respondents. The favorable responses on the four (4) core outcomes for sexual assault projects ranged from a high of 93% to a low of 85%. At the high end of the favorability scale, 93% of the respondents reported that they have a better understanding of the effects of crisis and trauma as a result of services received. At the low end of the favorability scale, 85% reported that they now have a better understanding of their rights and options.

Legal Services Projects: There were six (6) legal services projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 173 respondents. The favorable responses on the four (4) core outcomes for legal services projects ranged from a high of 97% to a low of 91%. At the high end of the favorability scale, 100% of the respondents who received legal services reported that the legal services project was helpful in learning how to access benefits and that the legal services project helped them learn about their legal rights. At the low end of the favorability rating scale, 91% reported that their access to court was improved by the legal services project. There was one core outcome for legal services projects -- increased coordination between shelters, law enforcement, legal services, health care, and schools -- that did not provide for a specific measure, scale or source to be used by the projects.

Law Enforcement/Domestic Violence Units: There were two (2) law enforcement/domestic violence unit projects that adopted the core outcomes and used the suggested survey instrument, surveying a total of 54 respondents. The favorable responses on the nine (9) core outcomes for law enforcement/domestic violence units ranged from a high of 89% to a low of 60%. At the high end of the favorability scale, 89% of the respondents who received services through a law enforcement/domestic violence unit reported that they would recommend the unit to others who had needs like

theirs. At the low end of the favorability rating scale, 60% of the respondents reported being more confident that the criminal justice system works to make offenders “pay” for their crimes. There were three core outcomes for law enforcement/domestic violence units projects – community partnerships forming, growing community awareness of DV issues and programs, and community agency partners satisfaction with local law enforcement action of DV cases – that did not provide for a specific measure, scale or source to be used by the projects.

OVERALL FINDINGS

These findings suggest that the persons receiving services funded by the Office of Criminal Justice Programs are satisfied with the services they received and that the services they received have been helpful in meeting their safety and service needs. Overall:

- Ninety percent **(90%)** of the respondents indicated having an increase in knowledge about their legal rights or issues (i.e. calling police, removing offending party, pressing charges, obtaining a restraining order, etc.) and the criminal justice system (9,158 of 10,215 respondents surveyed in seven of the eight project types).
- Ninety percent **(90%)** of the respondents indicated having an increase in knowledge of domestic violence issues and/or the effects of crisis and trauma on their lives (6,824 of 7,599 respondents surveyed in three of the eight project types).
- Ninety percent **(90%)** of the respondents indicated reduced feelings of vulnerability as evidenced by an increased sense of control, identification of a support system, an ability to make better choices for themselves, meet basic need and achieve goals set for themselves, and a reliance on a safety plan (7,590 of 8,449 respondents surveyed by multiple questions in three of the eight project types).
- Eighty-nine percent **(89%)** of the respondents indicated having an increased feeling of safety (6,704 of 7,539 respondents surveyed in four of the eight project types).
- Eighty-nine percent **(89%)** of the respondents indicated having an increase in knowledge about their rights as a victim (obtaining an attorney, being treated with dignity and respect, being free from fear, intimidation or harassment, consulting with prosecution, etc.) (85 of 96 respondents surveyed in two of the eight project types).
- Eighty-seven percent **(87%)** of the respondents indicated an overall satisfaction with the services they received. Four project types asked respondents specifically about their satisfaction (8,282 of 9,545). Another project type asked if the services received were helpful, to which 98% responded favorably (766 of 780). Another project type asked if

the respondent would recommend the services to others in need, to which 88% responded favorably (39 of 43).